Master Plan Summary

Master Plan Summary

The Master Plan consists of 5 key components:

- Each individual Primary Service Area, Regional and Area Delivery plans, Regional Plan
 - Visiting Professional Summary Plan
 - Contract Health Summary
 - Direct Care Services Distribution Plan

And

Master Plan Priorities

These items document the plan, services and resource allocations developed over the course of our effort and conversations. Also documented within the Master Plan Summary are the Regional Referral and Area Referral Delivery Plans. Each of these components has their own purpose and is integral to understanding the complete Master Plan requirements for the Phoenix Area.

The **Primary Service Area Delivery plan** is the basis and starting point of the Master Plan. This information specifically reflects the requirements and desires of your Primary Service Area.

A Primary Service Area (PSA) is defined as a logical grouping of communities based on proximity for which health care resources are planned and distributed. Initially and primarily your resources are responsible for the basic primary care of these communities. The size of the population in these communities may allow you to offer more then basic primary care. Each individual PSA delivery plan is based on conversations with IHS and or tribal leadership from that Service Area. A medical workload and key characteristics need projection to the year 2010 was provided based on the projected 2010 user population. This information was reviewed and discussed in order to determine the best care delivery options for the local users. Local direct care, visiting direct care professionals, local contract care and regional direct care options were considered. Once the delivery options were determined, resource requirements and priorities at the local level were determined.

As a result of the Primary Service Area decisions, the Contract Health Summary, the Visiting Professional Summary and Regional Services can be considered.

The Regional Referral Delivery Plan does the same thing at a Regional level that the PSA documentation does at a local level. It considers the delivery options for services that the PSA leadership felt were acceptable at the Regional level. Regional Service Areas were defined as a grouping of PSAs, within a two-hour radius drive of a natural market center or meeting point, whose common interest is to share health care resources to improve access to all. The Regional Delivery Plan documents the services and delivery options at the region that were discussed by the local participants. It is only at this time that the Area Delivery Plan can be considered with its referrals from the Region. These discussions are documented in the Area Referral Delivery Plan.

The **Contract Health Summary** is a direct result of the PSA Delivery Plan. The amount of contract health dollars required for a community is based on service-by-service affordability of direct care and the availability of local contracting options. For example, a service area with out local contracting options is more likely to be interested in the synergies of regional care then a community with a non-IHS or tribal facility across the street. This reality was discussed at the PSA levels by service. If contract health dollars for a service was determined most desirable for a PSA, that service's workload multiplied by a cost per workload was included in the lump sum total Contract Health Dollars for a

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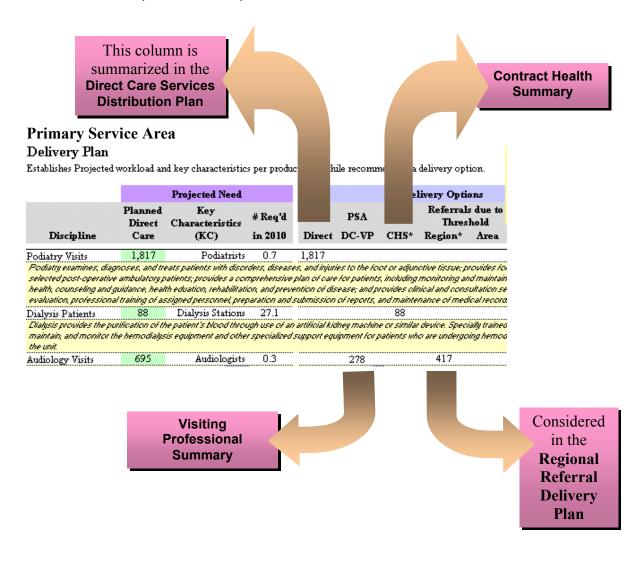
Master Plan Summary



Service Area. Simply dividing that total dollar requirement by the PSA User Population provides us with a planning number of CHS dollars per User specific to that PSA.

The **Visiting Professional Summary** is also a result of the PSA conversations. In those discussions, certain services delivery options, typically physician specialist, were determined to be a visiting specialist. For example, Parker's population supports an Orthopedic physician at approximately 40% productivity. Rather then employ this physician locally, Parker prefers to have the physician visit their facility once per week as a visiting professional. Summarizing these requests provide the Area a picture of the number of assets they need to support these visiting specialist requirements.

The **Direct Care Services Distribution Plan** is a summary and abbreviation of the services offered and supported at an Area Wide Basis, at a Regional Level and at your local Primary Service Area. This document is a result of the PSA, Region and Area Delivery conversations. Tied together with the regional referral map a clear-cut picture of distributed services anticipated in 2010 is possible.



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Master Plan Summary

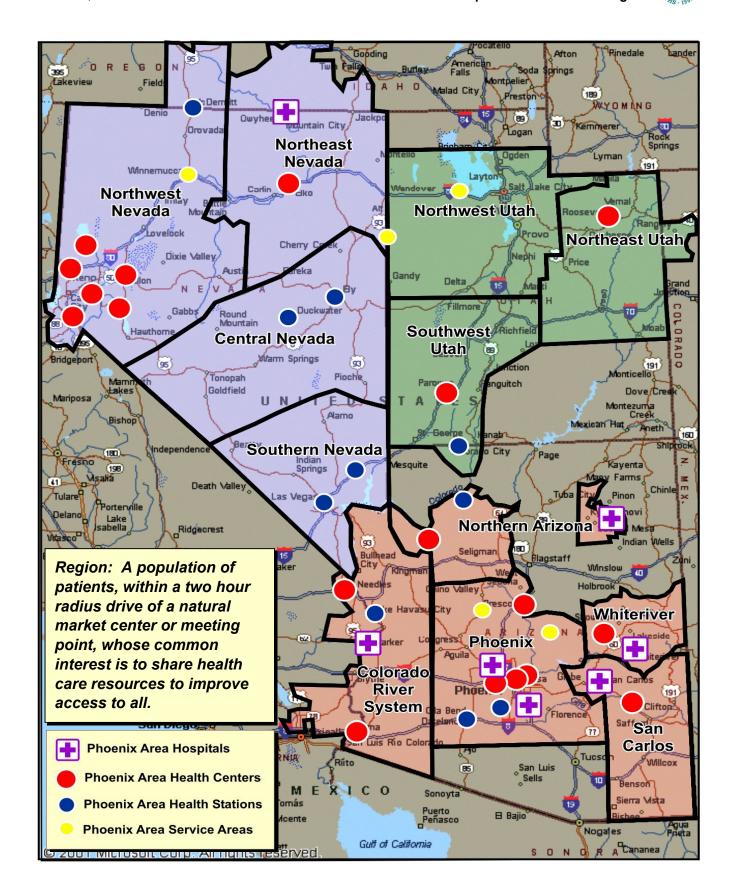


All master plans need to have a statement of priority. While each PSA has a developed set of priorities within their Service Area, the group as a whole needs to establish a priority system for all the needs of the Area. In order to establish a group think system for priorities, through a series of brainstorming sessions, the group established four criteria for priorities: Health, Access, Resources and Patient Payor Profile. The group also established 3 factors to measure each of these criteria. By ballot weighting the criteria and the factors, a mathematical priority system is established and explained in the **Master Plan Priorities** section of the Master Plan Summary.

Direct Care Services Distribution Plan

The following two pages provide a holistic view of the direct care services and their distribution in the year 2010. The left hand page indicates the location of each of the Phoenix Area service areas and the type of facility anticipated in 2010. The map also indicates the 12 Regions of Care determined from our Regional Analysis. The Regions of Care are not intended to change IHS Service Unit boundaries and in many ways already reflect today's referral pattern. The right page is the Direct Care Services Distribution Plan

The **Direct Care Services Distribution Plan** is a summary and abbreviation of the services offered and supported at an Area Wide Basis, at a Regional Level and at your local Primary Service Area. This document is a result of the PSA, Region and Area Delivery Plans. The document is organized by state by region and by PSA. New services anticipated in the plan are highlighted in yellow. Detailed resources and fully outlined anticipated services are found in the individual PSA documents.

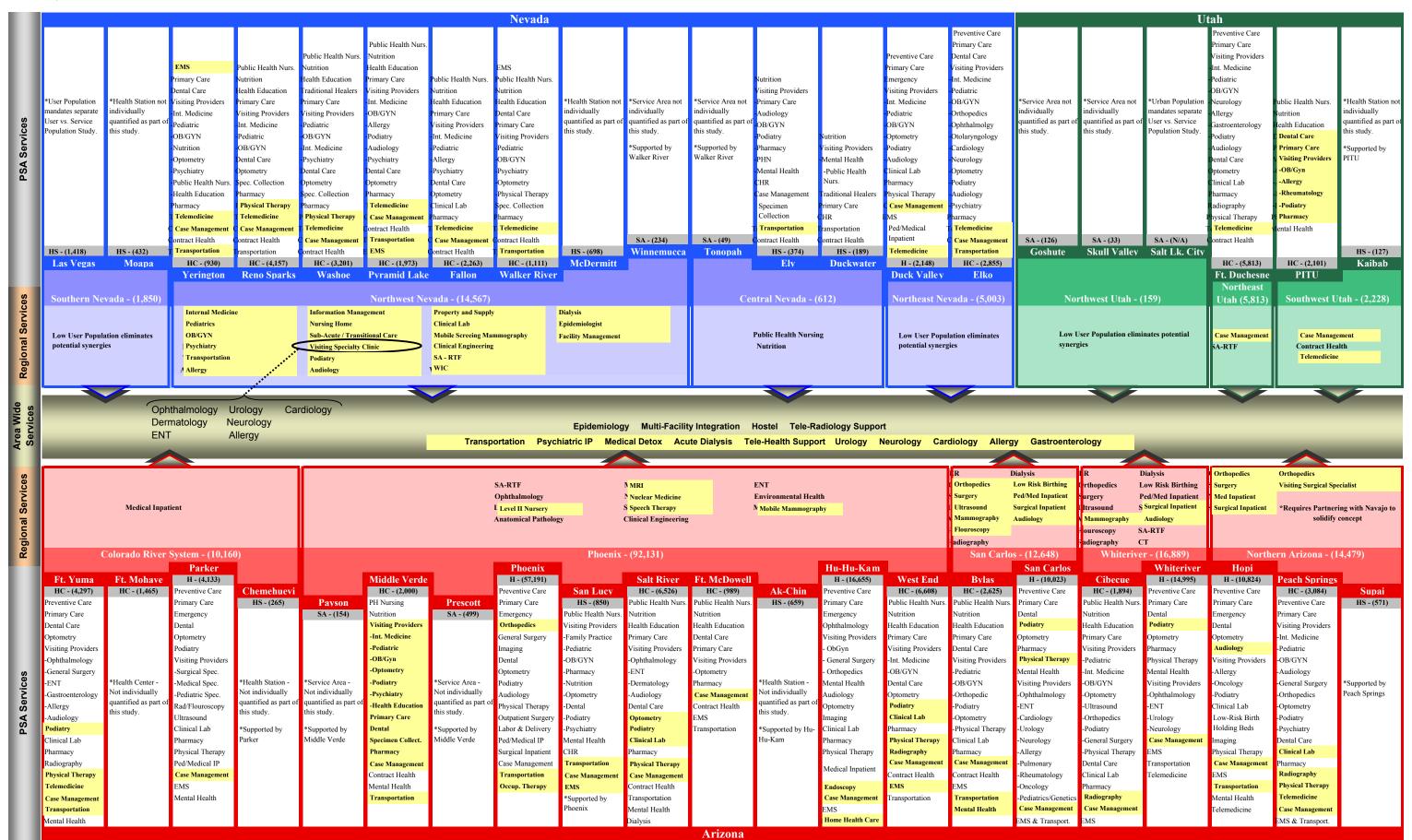




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2010 Direct Care Service Distribution









Visiting Professional Summary Plan

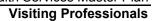
The Visiting Professional Summary Sheet indicates the number of visiting professionals needed by Primary Service Area, Regional Center, Region overall and Area wide by Specialty. It is simply a rollup of the individual PSA's and Region's Delivery Plan and provides the Area a solid blueprint for planning for the professional needs of the organization in 2010. Each figure in a column reflects the number of provider FTE required at a location or region to meet the delivery plan request of that location.

Distribution of Visiting Providers can be accomplished by Region, State or Areawide. From a system stability and provider retention approach, the system should contract for provider specialist not having adequate demand for more then two FTEs.

The PSA Resource Allocation tables reflect whether Visiting Professionals are planned to be housed at a specific location. Generally the intent is for Bylas and Cibecue's Visiting Professionals to be housed at San Carlos and White River respectively. All Visiting Professionals in the state of Nevada to be housed in the Reno Regional Center. Visiting Professionals demand in the state of Utah and the remainder of Arizona will be met with PIMC stationed professionals. Eventually with the cooperation of the Navajo Flagstaff population the establishment of a Northern Arizona Regional Center would move their visiting professionals to that Center.

The FTE demand for visiting professionals translates differently into outpatient clinic time depending on the specialty. Some specialists spend the majority of their outpatient time in the clinic, while other professionals spend more time in the inpatient or surgical settings. For example, a .2 FTE pediatrician translates into 1 clinic day per week, while .2 General Surgeon translates into 1 clinic day per two weeks. The following table outlines clinic time by FTE percentage (.2 = 20%) by specialty.

	Visiting Pro	ofessionals
	Family Practice, Pediatrics,	Ob/Gyn, Orthopedics,
	Internal Medicine,	Ophthalmology, General
	Dermatology, Neurology,	Surgery, Otolaryngology,
FTE Quantity	Allergy, Gerontology,	Cardiology, Urology,
or Utilization	Rheumatology, Oncology,	Pulmonology,
Percentage	Pediatric Genetics,	Gastroenterology
. or contage	Nephrology, Nutrition,	
	Optometry, Podiatry,	
	Audiology, all Behavioral	
	Health professionals and all	
	Preventive Care professionals	
.1 = 10%	1 day per two weeks	1 day per two weeks
.2 = 20%	1 day per 1 week	1 day per 1 week
.3 = 30%	1.5 days per week	1.5 days per week
.4 = 40%	2 days per week	2 days per week
.5 = 50%	2.5 days per week	2.5 days per week
.6 = 60%	3 days per week	3 days per week
.8 = 80%	4 days per week	4 days per week





	W	hiteriv	er	Sa	an Carlo	s		ı	ı	Phoen	ix	ı			North	ern Ariz	cona	(Colorac	lo River	System		hwest tah	Northeast Utah	PIMC Based			Nort	hweste	rn Neva	da	ı	i	Northea Neva		Cent	ral Nevada	Reno Based	
Discipline	Whiteriver	Cibecue		San Carlos			oorted by	West End	Hu-Hu-Kam	Middle Verde	Phoenix	Salt River Phoenix Region		Keams Canyon	Peach Spring	Northen Arizona	# of KC Reald	n by ON 10 #	Ft. Yuma	Parker Colorado River	Region # of KC Req'd	PITU	# of KC Req'd	Ft. Duchane # of KC Req'd	Visiting Professionals	Fallon	Pyramid Lake	Reno Sparks	Walker river	Washoe	Yeington Northwestern	Nevada Region		Elko Owyhee	# of KC Req'd	Duckwater	Ely # of KC Req'd	Visiting Professionals	Grand Total: Number of Key Characteristics Required
Primary Care (Provider Visits) Family Practice	0.0	0.0	0.0	0.0	0.0	0.0	O.0	0.0	0.0	0.0	0.0	<u> </u>	0.0	0.0	0.0		0.	0	0.0) ()	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0	.0 0.0	0.0	0.0	0.2 0.2	0.2	0.2
Internal Medicine		0.0	0.0	0.0		0.3	0.0				0.0 (0.9		0.3		0.		0.0		0.4			0.0 0.0	1.6		0.0			0.4		1.		.3 0.0			0.0 0.0		3.3
Pediatric		0.3	0.3	0.0	0.4		0.0			0.2			0.2		0.4		0.		0.0		0.0		0.0	0.0 0.0	0.7		0.0					1.			0.4		0.0 0.0		2.5
Ob/Gyn	0.0		0.2	0.0									3.3		0.4		0.4		0.0		0.5			0.0 0.0	4.3		0.3								0.4				6.2
,		V	· · ·																				0.0																
Specialty Care													* B	lank C	ells ind	icate Vi	siting P	Profess	sional l	Provided	l from S	Service U	nit Tota	ıl.															
Orthopedics	0.0		0.0	0.0		0.0	0.0		1.5	0.0	0.0	0.0 0.	0 1.5		0.2	0.0				0.0			0.0	0.0 0.0	2.1	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.2 0.0	0.2	0.0	0.0 0.0	0.2	2.3
Ophthalmology	0.5		0.5	0.4		0.4	0.0		0.0	0.0	0.0	0.2 0.	0 0.2	0.0	0.0	0.6	0.	6	0.1	0.0	0.3	0.0	0.0	0.0 0.0	2.0	0.0	0.0	0.0	0.0	0.0	0.0	4 0.	0.	.1 0.1	0.2	0.0	0.0 0.0	0.2	2.1
Dermatology	0.6		0.6	0.4		0.4	0.0		0.8	0.0	0.0	0.2 0.	0 1.0	0.0	0.0	0.0	0.	0	0.1	0.0	0.3	0.1	0.1	0.2 0.2	2.6	0.0	0.0	0.0	0.0	0.0	0.0	5 0.	0.	.1 0.0	0.1	0.0	0.0 0.0	0.1	2.7
General Surgery	0.0		0.0	0.0		0.0	0.0		1.2	0.0	0.0	0.0	0 1.2	0.0	0.2	0.0	0	2	0.2	0.0	0.5	0.0	0.0	0.0 0.0	1.8	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	1.8
Otolaryngology	0.5		0.5	0.4		0.4	0.0		0.7	0.0	0.0	0.2 0.	0.9	0.0	0.0	0.5	0.:	5	0.1	0.0	0.3	0.0	0.0	0.0 0.0	2.6	0.0	0.0	0.0	0.0	0.0	0.0	4 0.	0.	.1 0.1	0.2	0.0	0.0 0.0	0.2	2.8
Cardiology	0.0		0.0	0.2		0.2	0.0		0.3	0.0	0.0	0.0	0 0.3	0.0	0.0	0.3	0	3	0.0	0.0	0.1	0.0	0.0	0.0 0.0	0.9	0.0	0.0	0.0	0.0	0.0	0.0	2 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	1.0
Urology	0.2		0.2	0.2		0.2	0.0		0.4	0.0	0.0	0.0 0.	0 0.4	0.0	0.0	0.3	0	3	0.0	0.0	0.0	0.0	0.0	0.0 0.0	1.1	0.0	0.0	0.0	0.0	0.0	0.0	2 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	1.1
Neurology	0.3		0.3	0.2		0.2	0.0		0.5	0.0	0.0	0.0	0 0.5	0.0	0.0	0.3	0	3	0.0	0.0	0.1	0.0	0.0	0.1 0.1	1.5	0.0	0.0	0.0	0.0	0.0	0.0	3 0.	0.	.1 0.0	0.1	0.0	0.0 0.0	0.1	1.6
Nephrology	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	.0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Allergy	0.0		0.0	0.2		0.2	0.0		0.3	0.0	0.0	0.0	0 0.3	0.2	0.0	0.0	0	2	0.0	0.0	0.0	0.0	0.0	0.1 0.1	0.7	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	1 0.	.2 0.0	0.2	0.0	0.0 0.0	0.3	1.1
Pulmonology	0.0		0.0	0.1		0.1	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.1
Gerontology	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	.0	0.0	0.0	0.0	0.0	0.0	X X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Gastroenterology	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Rheumatology	0.0		0.0	X		0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0	0.0	0.0	0.0	X	X	X X	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Oncology	0.0		0.0	0.1		0.1	0.0		0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.	.1	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.2	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.2
Pediatric-Genetics	0.0		0.0	X		0.0	0.0		0.0	0.0	X	X 0.	0.0	0.0	0.0	0.0	0.	.0	0.0	X	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Traditional Healing	0.0		0.0	0.0		0.0	0.0		0.0	0.0	0.0	0.0 0.	0.0	0.0	0.0	0.0	0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0	0.0	0.0
Other Ambulatory Care Services																																						_	
Nutrition Visit	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.1		0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.1	0.0	0.0	0.0	0.0	0.0	0.0	0.		.0 0.0	0.0	0.0	0.0 0.0		0.1
Dental Service Minutes	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		0.		0.0		0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.		.0 0.0		0.0	0.0 0.0	0.0	0.0
Optometry Visits	0.0		0.3	0.0	0.4	0.4	0.2		0.0				0.5		0.5		0		0.0				0.0	0.0 0.0	1.7		0.0	0.0	0.2			0.		.5 0.3		0.0	0.0 0.0	1.2	2.9
Podiatry Visits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.1	0.0	0.0	0.1	0.1	0.1		0			0.0	0.0	0.0	0.0	0.4 0.4	0.8						0.0			.1 0.0	0.1	0.0	0.0 0.0		0.9
Audiology Visits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.4	0.0	0.0	0.0	0.1 0.	0 0.5	0.0	0.2		0	2	0.2	0.0	0.6	0.0	0.0	0.0 0.0	1.2	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.2 0.0	0.2	0.0	0.0	0.2	1.4
Behavioral Health																																							
Mental Health Visits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.4	0.0 0.4	0.4	0.4
Psychiatry Provider Visits	0.0	0.4	0.4	0.0	0.5	0.5	0.0	0.0	0.0	0.4	0.0	0.0	0.4	0.0	0.6		0.	6	0.0	0.0	0.0	0.0	0.0	0.0 0.0	1.0	0.5	0.4	0.9	0.2	0.7	0.2	2.	9 0.	.6 0.4	1.0	0.0	0.0 0.0	3.9	4.9
Social Service Visits	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Domestic Violence Interventions	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	.0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Alcohol & Substance Abuse Visits	0.0	0.0	0.0	0.0	0.0	0.0		0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	7.8	7.8	0.0	0.0	0.0 0.0	7.8	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.0	0.0	0.0	7.8
Preventative Care																																							
Health Promotion / Disease Prevention (Preventive Care)																																					Supported Ely	by	
Public Health Nursing	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.0		0.		0.0		0.0		0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.		.0 0.0	0.0	0.2	0.0 0.2	0.2	0.2
Public Health Nutrition	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Environmental Health	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	.0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Health Education	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Case Management	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	.0 0.0	0.0	0.0	0.0 0.0	0.0	0.0
Epidemiology	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0		0.	0	0.0	0.0	0.0	0.0	0.0	0.0 0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0 0.	0.	0.0	0.0	0.0	0.0 0.0	0.0	0.0

Page 9 April 22, 2002 The Innova Group © 2001 $$\operatorname{Page}\ 9$$ Regional Requirements and Referral Plan-Visiting professional .xls - Delivery Plan

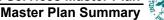
Master Plan Summary

Contract Health Summary

The Contract Health Summary Sheet indicates a relative breakdown of contract health reliance by Service Area. The Contract Health \$s stated on the facing page is a sum total required by Service Area in accordance with their PSA Delivery Plan. The Fiscal Intermediary (FI) for the Phoenix Area provided costs per workload as an average for the entire Area. These average costs are displayed in the Contract Health Columns of the PSA Resource Allocation tables. The same costs are used for all Service Areas and local economies, competitive alternative care and the local employment and health insurance situation do affect the actual costs required of the Contract Health System. However the rollup to the right does indicate the greater reliance of the smaller communities on Contract Health when the CHS \$ per User population is considered.

There are a number of Service Areas that were not included in the study. Correlating these communities with studied communities of similar size will likely provide a solid indication of CHS \$ required per User population.

Note: The FI has taken two passes at these numbers, with the second numbers being slightly lower. The new numbers were provided Friday, April 12th. The cost per Mental Health and Podiatry Visit still raises questions as to the accuracy of the numbers. However the consistent projection of these numbers does provide a fair relative distribution of CHS funding determined by the <u>planned</u> reliance on CHS for services.





Contract Health Dollars Per 2010 User Population

State	Primary Service Area (PSA)	2010 Contract Health Dollars	2010 User Pop	2010 CHS \$ / User Pop	% of User Population	% of CHS \$
Arizona	Phoenix	\$17,082,817	56,341	\$303	32.96%	16.03%
Arizona	Hu-Hu-Kam	\$8,941,098	15,996	\$559	9.36%	8.39%
Arizona	Whiteriver	\$6,827,365	14,995	\$455	8.77%	6.41%
Arizona	Keams Canyon	\$4,691,861	10,824	\$433	6.33%	4.40%
Arizona	San Carlos	\$4,031,927	10,244	\$394	5.99%	3.78%
Arizona	West End	\$2,346,315	6,608	\$355	3.87%	2.20%
Arizona	Salt River	\$2,230,994	6,526	\$342	3.82%	2.09%
Utah	Ft. Duchesne	\$5,788,786	5,813	\$996	3.40%	5.43%
Arizona	Ft. Yuma	\$3,873,761	4,205	\$921	2.46%	3.63%
Nevada	Reno/Sparks	\$3,614,971	4,157	\$870	2.43%	3.39%
Arizona	Parker	\$3,332,734	3,868	\$862	2.26%	3.13%
Nevada	Washoe	\$1,683,825	3,201	\$526	1.87%	1.58%
Arizona	Peach Springs	\$1,823,714	2,513	\$726	1.47%	1.71%
Arizona	Bylas	\$744,969	2,291	\$325	1.34%	0.70%
Nevada	Fallon	\$2,196,425	2,263	\$971	1.32%	2.06%
Nevada	Elko	\$4,614,505	2,201	\$2,097	1.29%	4.33%
Nevada	Duck Valley	\$2,205,963	2,150	\$1,026	1.26%	2.07%
Nevada	Pyramid Lake	\$2,953,795	1,973	\$1,497	1.15%	2.77%
Arizona	Cibecue	\$869,125	1,894	\$459	1.11%	0.82%
Arizona	Ft. Mohave	Not Studied	1,465	NA	0.86%	NA
Nevada	Las Vegas	Not Studied	1,418	NA	0.83%	NA
Nevada	Walker River	\$1,344,804	1,244	\$1,081	0.73%	1.26%
Arizona	Ft. McDowell	\$1,030,503	989	\$1,042	0.58%	0.97%
Nevada	Yerington	\$1,191,416	930	\$1,281	0.54%	1.12%
Utah	PITU	\$3,978,817	896	\$4,441	0.52%	3.73%
Arizona	San Lucy	\$278,617	850	\$328	0.50%	0.26%
Arizona	Middle Verde	\$1,212,344	734	\$1,652	0.43%	1.14%
Nevada	McDermitt	Not Studied	698	NA	0.41%	NA
Arizona	Ak-Chin	\$8,941,098	659	\$13,568	0.39%	8.39%
Arizona	Supai	Not Studied	571	NA	0.33%	NA
Arizona	Prescott	Not Studied	499	NA	0.29%	NA
Nevada	Moapa	Not Studied	432	NA	0.25%	NA
Nevada	Ely	\$981,690	374	\$2,625	0.22%	0.92%
Arizona	Chemehuevi	\$3,332,734	265	\$12,576	0.16%	3.13%
Nevada	Winnemucca	Not Studied	234	NA	0.14%	NA
Arizona	Payson	Not Studied	154	NA	0.09%	NA
Nevada	Duckwater	\$445,742	154	\$2,894	0.09%	0.42%
Arizona	Kaibab	\$3,978,817	127	\$31,329	0.07%	3.73%
Nevada	Goshute	Not Studied	126	NA	0.07%	NA
Utah	Skull Valley	Not Studied	33	NA	0.02%	NA

Master Plan Summary



Regional Referral Delivery Plans

The Regional Referral Requirements and Delivery Plans identify workload referred from a Primary Service Area (PSA) to a Region for delivery options considerations. Referral to the Region means the workload has already been considered for delivery at the PSA Level. Referral to the Region implies that the contributing PSA believes it is not likely to be provided at the local facility and would rather have the need be met by a Regional Area Direct Care Facility then by the Contract Health System and its dollars. It may also imply that traveling to a Direct Care provider will be just as easy as traveling to a Contract Health provider. Historically the Regional Direct Care Facility has not existed in the IHS system. Thus where Regional Services are desired and appear possible decisions concerning where they will be located will have to be made.

The spreadsheet that follows identifies referred workload by PSA and product line. The referred workload is summed in the "Total" column in the center of the page. The number of Key Characteristics required to meet that workload is identified. The Delivery Options indicates whether the Tribes and Service Units after consideration of the information provided desires that the workload be met by a Regional Direct Care Solution, a Regional Visiting Professional, contract health dollars back at a Primary Service Area level or contributed to the Area for consideration.

Although there are 12 regions identified in the Phoenix Area, there are only 4 regional spreadsheets that follow. They are;

- Northwest Nevada
- Colorado River Region
- Phoenix
- Northern Arizona

The following four regions are accounted for by that regions primary facility, whose planned population encompasses the entire regions population.

- San Carlos
- White River
- Northeast Utah Fort Duchesne
- South West Utah Paiute Indian Tribes of Utah (PITU)

The following four regions are not included for the reasons indicated.

- Northeast Nevada Distance between partners eliminates regional synergies
- Southern Nevada Moapa not individually quantified in study, Las Vegas urban population requires separate study.
- Northwest Utah Goshute, Skull Valley not individually quantified in study, Salt Lake City urban population requires separate study. Planning for the Salt Lake City urban population will likely reduce the workload at Fort Duchesne.
- Central Nevada Individual Plans for Ely and Duckwater, low user population eliminates potentials of regional synergies.

The Direct Care Service results of the Regional Analysis and conversations are documented on the Direct Care Service Distribution Plan. The solutions vary from the Northern Arizona region identifying real opportunity if partnership with the Navajo community of Flagstaff can be achieved, to Yuma referring to Parker for limited medical bed requirements, to a Specialty Care/Nursing Home and Support Center located in the Northwestern Nevada Regional Center Campus that offers Specialty Care, Elder and Transitional Care, Support Services as well as a base for Visiting Professionals for the entire state of Nevada.



Phoenix, Arizona

Delivery Plan

Northwestern Nevada

ablishes Projected workload and key	characteristics po	er product fine	e, while recomm		•	XX 11 2								D.F. O. C.	Regional Population
Discipline	Reno/Sparks	Washoe	Fallon	Refe Yerington	rred Service Area Pvramid Lake	Workload Walker River	Total	Key Characteristics	Number Required	Direct	Region DC-VP	CHS*	Area Referral	Delivery Options Other Options or Remarks	* All workload referred for consideration at th Area CHS level was re-assigned to a CHS Delivery Option at the PSA level.
	100				,			.,	1						
rgency Care															
mergency Medical Clinic provides eme lty and fire drills; and prepares reports	rgency care, diagno	ostic services, tr	eatment, surgical	procedures, and pr	oper medical disposit	tion of an emergency	nature to patie	ents who present themselves	to the service. I	t refers patien	ts to specialty o	clinics and adm	its patients as need	led; provides clinical consultation services and pr	of of assigned personnel; supports ma
ergency	0	0	0	0	0	0	0	Patient Spaces	0.0			0			
cialty Care															
ialty Care examines, diagnoses, and trea	ts diseases and inji	uries requiring s	pecialized capabi	lities diagnosis and	d procedures beyond t	he Primary Care tear	n. The service	s is typically provided by visi	ting providers w	ho have estab	lished clinic ho	ours for consist	ent referral pattern	S.	
opedics	766	595	420	0	367	203	2,351	Providers		2,351				Rheumatology Sub-Specialty	
thalmology	464	425	301	0	238	151	1,579	Providers			1,579				
natology	593	466	332	0	286	159	1,837	Providers			1,837				
eral Surgery	576	458	324	0	278	157	1,794	Providers		1,794	1 115				
ryngology	357	279	198	0	171 70	109	1,115	Providers			1,115				
ology	132 175	132 155	91	0	88	<u>47</u> 55	473 582	Providers Providers			473 582				
gy ology	160	126	89	0	77	43	495	Providers			495				
Subspecialties	0	0	0	0	0	0	0	Providers			473				
Nephrology	0	0	0	0	0	0	0	Providers							
Allergy	0	0	0	0	0	0	0	Providers		0				Should provide clinic visits within	region - to their facilities
Pulmonology	0	0	0	0	0	0	0	Providers	0.0					•	
Gerontology	0	0	0	0	0	0	0	Providers	0.0					Internal Medicine Provider w/Ger	ontology Subspecialist
Gastroenterology	0	0	0	0	0	0	0	Providers	0.0						
Rheumatology	0	0	0	0	0	0	0	Providers	0.0					Internal Medicine Provider w/Ger	ontology Subspecialist
Oncology	0	0	0	0	0	0	0	Providers	0.0						
Pediatric-Genetics	0	0	0	0	0	0	0	Providers							
tional Healing	2 225	0	0	0	0	0	0	Providers							
alty Care Sub-Total	3,225	2,635	1,865	U	1,577	924	10,225	Exam Rooms	4.3						
er Ambulatory Care Services															
atry Visits	260	127	99	0	176	175	837	Podiatrists	0.3	837					
try examines, diagnoses, and treats pat	ients with disorders	s, diseases, and	injuries to the foot	t or adjunctive tissi	ıe; provides follow-up	care for selected pos	st-operative an	nbulatory patients; provides	a comprehensiv	e plan of care	for patients, in	cluding monito	oring and maintaini	ng their state of health, counseling and guidance,	health eduation, rehabilitation, and prevention of dise
rovides clinical and consultation service	es, medical care eve		sional training of	assigned personne	l, preparation and sub	omission of reports, a	nd maintenanc								
sis Patients	0	12	0	0	4	0	16	Dialysis Stations						Should be collectively supported a	at regional level via partnership
is provides the purification of the patie											ort equipment	for patients wh	o are undergoing h	nemodialysis treatment in the unit.	
ology visits	440	367		109	211		1,510		0.8	1,510	1:4 1 1	-4:11	- C:C	:l. 1	nd advanced clinical testing; pediatric evaluations; nec
uaiology Clinic provides comprehensiving testing as part of the early hearing lo															na advancea clinical testing; pediatric evaluations; nec
ng testing as part of the earty hearing to	ss taentification pr	ogram, nearing	aia evaluation, fil	uings, una repairs,	ear mota fittings, ves	niouiar evaluations, c	uspensing of n	earing protection devices ()	uing, education	, unu monvane	m), aeterminat	ion oj proper r	ejerrai ana aisposii	uon.	
atient Care															
or & Delivery Births	0	0	0	0	0	0	0	LDRs	0.0			0		Contract at PSA Level	
etrics Patient Days	0	0	0	0	0	0	0	# of Beds	0.0			0		Contract at PSA Level	
trics provides for specialized care, treat tal care during labor, assistance during														delivery suite provides labor and delivery care by	y specially trained personnel to eligible patients, includ
natology Patient Days	0	0	0	0	0	0	0	# of Bassinets	0.0			0		Contract at PSA Level	
			ltative evaluation	of newborn infants	; coordinates healthco	are delivery relative t	o the examina	tion, diagnosis, treatment, ar	nd proper dispos	ition of the ne	wborn, includii	ng those born p	prematurely; and pr	rovides for, or otherwise ensures, appropriate dia	gnostic evaluation and care of all inpatient in the neon
oup; prepares medical records; and su	bmits required repo	orts.													
ric Patient Days	0	76	0	0	0	0	76	# of Beds	1.0			76			
			-	-			-	013000						Contract at PSA Level	

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Delivery Plan

Northwestern Nevada

Delivery Plan														Northwestern	Nevada
Establishes Projected workload and key	y characteristics pe	er product line	e, while recomm	ending a delivery	y option.									Regional Population	14,56
				Refer	rred Service Area Workload								Delivery Options	* All workload referred for consideration a	at the
Discipline	Reno/Sparks	Washoe	Fallon	Yerington	Pyramid Lake Walker R	iver Total	Key Characteristics	Number Required	Direct	Region DC-VP	CHS*	Area Referral	Other Options or Remarks	Area CHS level was re-assigned to a CH Delivery Option at the PSA level.	
•					- J - 11-1-12 - 11-1-12 - 1			1					Process of Comments		=
Adult Medical Acute Care	ongultativa avaluatio	m in the medies	al specialties and s	uhanaajaltisa dasav	ihad in this saction: accordingtes he	althaana dalissams nal	ative to the evanination diagno	aric treatmen	t and propar di	anagition of all	iaibla nationts	annyonyiata to tha	enacialty or subspacialty: propares medical recor	ds; and submits required reports. The organization	of the
medical Care provides inpatient care and co medical care function will vary according to													specially or subspecially, prepares medical record	is, and submits required reports. The organization	oj ine
Cardiology		70	0	0	0 0	70	# of Beds			•	70	*	Contract at PSA Level		
Endocrinology	·	16	0	0	0 0	16	# of Beds		-		16				-
Gastroenterology	y 0	57	0	0	0 0	57	# of Beds	0.1			57				
General Medicine	e 0	63	0	0	0 0	63	# of Beds	0.0			63				
Hematology	y 0	5	0	0	0 0	5	# of Beds	0.0			5				
Nephrology		15	0	0	0 0	15	# of Beds	0.5			15				
Neurology	·	34	0	0	0 0	34	# of Beds				34				
Oncology	·	8	0	0	0 0	8	# of Beds	0.0			8				
Pulmonary	,	77	0	0	0 0	77	# of Beds				77				
Rheumatology	·	3	0	0	0 0	3	# of Beds	0.0			3				
Unknowr	n 0	6	0	0	0 0	6	# of Beds	0.1			6				
Medical Patient Day Total	0	353	0	0	0 0	353		0.5							
Adult Surgical Acute Care															
	onsultative evaluatio	on in the surgice	al specialties and s	subspecialties descr	ribed in this subsection: coordinate	s healthcare delivery	relative to the examination, tre	eatment, diagn	osis, and prope	er disposiiton	of eligible pat	tients, appropriate to	the specialty or subspecialty: prepares medical r	ecords; and submits required reports. The organiza	ation of
the surgical care function varies according to															
Dentistry	y 0	2	0	0	0 0	2	# of Beds	0.3			2				
Dermatology	y 0	2	0	0	0 0	2	# of Beds	0.0			2				
General Surgery	y 0	82	0	0	0 0	82	# of Beds	0.0			82				-
Gynecology	y 0	23	0	0	0 0	23	# of Beds	0.0			23				
Neurosurgery	<u> </u>	10	0	0	0 0	10	# of Beds	0.1			10				
Ophthalmology	·	0	0	0	0 0	0	# of Beds	1.0			0				
Orthopedics		64	0	0	0 0	64	# of Beds				64				
Otolaryngology		4	0	0	0 0	4	# of Beds				4				
Thoracic Surgery		2	0	0	0 0	2	# of Beds		-		2				
Urology		8	0	0	0 0	8	# of Beds	0.0			8				
Vascular Surgery	y 0	12	0	0	0 0	12	# of Beds	0.1			12				
Surgical Patient Day Total	0	210	0	0	0 0	210		1.0	0	0	210	0			
Intensive Care Unit	0	114	0	0	0 0	114	# of Beds	0.4			114				
Intensive Care Units (ICUs) provide treatme	ent for patients who		îed, comprehensiv	e observation and c	-				ained personne	el and contain		uipment and other st	pecialized support equipment for treating.		
								dy of sensitive					tive custody of patients with psychiatric disorders ve during treatment of patients; prepares medical	when required to prevent injury to themselves or to records; and submits required reports.	others;
			<u>~</u>		<u> </u>				svchologically	or physically		on alcohol or drugs:	maintains protective custody of patients when red	uired to prevent injury to themselves or to others;	
establishes therapeutic regimens; conducts i															
Sub Acute / Transitional Care	333	252	84	72	158 87	986	# of Beds	3.4	986						
Inpatient Care Totals	333	1,046	84	72	158 87	1,780	# of Beds	6.4				X			
Elder Care															
Nursing Home	5	5	4	2	3 2	21	# of Beds	22.6							
Assisted Living	5	6	5	2	3 2	24	# of Beds								
Hospice	0	0	0	0	0 0	2	# of Beds								
Elder Care Totals	10	12	9	4	6 5	46		51.1	51.1				Tribal Partnership		
Ancillary Services															
Laboratory Services									-						



Delivery Plan

Northwestern Nevada

Delivery Plan														Northwestern Nev
Establishes Projected workload and key	y characteristics pe	er product line,	, while recomm	ending a delivery	option.									Regional Population 14.
				Referr	ed Service Area	Workload							Delivery Options	
									Number		Region	Awaa	The second secon	* All workload referred for consideration at the Area CHS level was re-assigned to a CHS
Discipline	Reno/Sparks	Washoe	Fallon	Yerington	Pyramid Lake	Walker River	Total	Key Characteristics		Direct	DC-VP CH	Area S* Referral	Other Options or Remarks	Delivery Option at the PSA level.
•	•			<u> </u>	•			•	•				•	
		cts studies, inves	stigations, analyse		including diagnost		nd systems. Ac	lditional activities may include	e, but are not	limited to, transp	ortation of specimen	s from the nursing floo	rs and surgical suites and preparation of samples f	for testing.
Clinical Lal	,	0	0	3,421	0	4,220	22,000	Tech Staff @ Peak					Consider Region	
Microbiology	-,	0	0	335	0	451	2,317	Tech Staff @ Peak	0.2					
Blood Banl	550	295	209	87	175	103	1,228	Tech Staff @ Peak	0.1					
Anatomical Pathology natomical Pathology conducts the histopation	-	0	ion: divocto studio	0	0	0	0	Tech Staff @ Peak	0.0	worms nost mout	am avaminations: an	d anavatas tha mayaya		
Lab Total		295	209	3,844	175	4,774	25,544	• •	2.5	Jornis post-morte	em examinations, an	a operates the morgue.		
cute Dialysis	0	10	0	0	0	0	10	Rooms	0.0		10)		
	Ů			<u> </u>	<u>~</u>					y trained personn			arough an intense training program how to perforn	n these same functions in the home settings.
		•	•								•			, c
iagnostic Imaging														
agnostic Radiology provides diagnostic re	adiologic services to	inpatients and o	outpatients. Activ	rities include, but are	not limited to, proc	essing, examining, in	terpreting, sto	ring, and retrieving radiograph	hs and fluorog	graphs; directing	a radiological safety	program; and consult	ing with physicians and patients.	
Radiographi	c 0	0	0	0	0	0	0	Rooms	0.0		0			
Ultrasound	-	0	0	0	0	0	0	Rooms	0.0	-	0			
Mammography	•	0	292	136	245	155	1,342	Rooms	0.3	1,342			Mobile Screening Mamography	
Fluoroscopy	·	0	0	0	0	0	0	Rooms	0.0		0			
C	v	0	0	0	0	0	0	Rooms	0.0	-	0			
MR	0	0	0	0	0	0	0	Rooms	0.0		0			
Diagnostic Imaging Total	ls 514	0	292	136	245	155	1,342	Radiologist	0.1		134	12		
uclear Medicine	0	0	0	0	0	0	0	Rooms	0.0		0			
	U		•	•	•		· ·			nce with licensur			he work center include, but are not limited to, perf	orming clinical investigative studies, providing whole blood
ounting, evaluating patients suspected of b		•		•		0					ū	,	, , ,	3 ,1 3
Rehabilitation Services														
Rehabilitation Services develops, coordinate	es, and uses special l	knowledge and si	kills in planning,	organizing, and man	aging programs for	the care of inpatient	s and outpatien	nts whose ability to function is	impaired or t	hreatened by dise	ease or injury and inc	corporates activities su	ch as: direct patient care, evaluation, testing, con	sultation, counseling, teaching, administration, research, an
community services. This service typically c	consists of three disc	iplines: Physica	al Therapy, Occup	oational Therapy, and	d Speech Therapy.									
Rehab Tota	al 0	0	0	0	0	0	0	Therapy FTE						
Respiratory Therapy	0	7,112	0	0	0	0	7,112	17				7,112		
					lation or positive pr	essure and provides	other forms of	rehabilitative therapy includin	g initiating, n	ionitoring, and ev	valuating patient per	formance and reaction.	s to therapy and performing blood gas analysis. T	he service also tests and evaluates the patient's ability to
exchange oxygen and other gases through markets Cardiac Catherization Cases	neasurement of innat	ea ana exnatea g	gases ana anaiysi: 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0	0	0	Daama	0.0		0			
	Ů	prations and main		•	t displays and recor	<u> </u>	ne heart and cit	Rooms Culatory system Other activity		rnlaining test pro			ocedures using catheters and other techniques: ret	rieving and analyzing test results; and inspecting, testing,
alibrating, and maintaining special equipm		ranons ana man	писнансе ој зреси	ингеи ецигртет та	i dispidys and recor	as the condition of th	ie neuri una cii	culatory system. Other activit	ies include ex	piuining test pro	cedures to patients, p	perjorning invasive pro	oceaures using cameters and other techniques, rea	rieving and analyzing test results, and inspecting, testing,
Home Health Care	0	0	0	0	0	0	0	# FTE	0.0	-				
Iome Health Care is provided to individual	ls and families in the	ir places of resid	dence to promote,	maintain, or restore	health or to maximi	ize the level of indep	endence while i			ss, including term	inal illness.			
Outpatient Surgery Cases	V		•					0 00 0						
Cardiovascula	nr 0	3	0	0	0	0	3	Outpatient ORs	0.0	-	3			
Digestive	e 0	54	0	0	0	0	54	Outpatient ORs	0.0		54	1		
Endocrin		0	0	0	0	0	0	Outpatient ORs	0.0		0			
EN		24	0	0	0	0	24	Outpatient ORs			24			
Gynecolog		18	0	0	0	0	18	Outpatient ORs		-	18	3		
Hemic and Lymphati		1	0	0	0	0	1	Outpatient ORs	0.0		1			
Integumen		20	0	0	0	0	20	Outpatient ORs			20			
Musculoskeleta		33	0	0	0	0	33	Outpatient ORs	0.0		33			
Nervou		9	0	0	0	0	9	Outpatient ORs	0.0	-	9			
Ocula		21	0	0	0	0	21	Outpatient ORs			2			
Respirator	•	3	0	0	0	0	3	Outpatient ORs	0.0	-	3			
Urogenita		14	0	0	0	0	14	Outpatient ORs		-	14			
Endoscopy OB Surgical Casa Tata		22	0	0	0	0	22	Endoscopy Rooms	0.0		22	<u> </u>		
OP Surgical Case Total patient Surgery Cases		201	0	0	0	0	201		0.1)		
Surgical Case Tota	0	50	0	0	0	0	50	Inpatient ORs	0.0		50)		
Surgical Case Tota	11								0.1					
Facility Support Services														
linical Engineering	1.0	0.0	0.6	0.3	0.5	0.3	2.5	# -£ETE						
linical Engineering	1.0	0.8	0.6	0.5	0.5	0.3	3.5	# of FTE		4				



Delivery Plan

Northwestern Nevada

tablishes Projected workload and key	characteristics pe	er product line	e, while recomn	ending a deliver	y option.									Regional Population 14,5
				Refe	rred Service Area	Workload							Delivery Options	* All workload referred for consideration at the
Discipline	Reno/Sparks	Washoe	Fallon	Yerington	Pyramid Lake	Walker River	Total	Number Key Characteristics Required	Direct	Region DC-VP	CHS*	Area Referral	Other Options or Remarks	Area CHS level was re-assigned to a CHS Delivery Option at the PSA level.
								operational status, and assigns serviceabili nspects equipment; and maintains audio an			t; performs sch	eduled preventive	maintenance of medical and dental equipment; rep	airs or replaces worn or broken parts; rebuilds and
icutes equipment or components, mounte	з ециртені ана ін	sians new equip	pmeni, inspecis ar	a tesis contractor-i	пѕшней едигртет, а	usussemoies, packs,	receives, una i	nspecis equipment, and maintains duato an	и миео ецирт	eni.				
eventative Care														
ealth Promotion / Disease Prevention														
reventive Care)														
Case Management	0	0	0	0	0	0	0	# of FTE						
Epidemiology	0	1	0	0	0	0	1	# of FTE	X					
dditional Services														
ostel Services	0	0	0	0	0	0	0	# of FTE	-		X			

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Delivery Plan										Colorado River Regio
Establishes Projected we	orkload a	and key c	haracteris	stics per produc	t line, whi	le recomm	ending a d	elivery]	Regional Population 10,16
]	Referred	Service .	Area Workloa	d			Delive		
							Region			
	Ft. Yuma	Parker	Total	Key Characteristics	Number Required				Area Referral	* All workload referred for consideration at the Area CHS level was re-assigned to a CHS Delivery Option at the PSA level.
Discipline	Ŧ	Ъа	T	S C	žž	Direct	DC-VP	CHS*	Ā	Other Options or Remarks
Specialty Care Specialty Care examines, di service is typically provided Orthopedics Ophthalmology Dermatology General Surgery Otolaryngology Cardiology Urology Neurology Other Subspecialties Nephrology Allergy Pulmonology Gerontology Gastroenterology Rheumatology	Dy visiting O	and treats a provider 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Providers	c hours for 0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0	-	_	-	dures b	eyond the Primary Care team. The Contract at PSA Level Contract at PSA Level
Oncology	0	0	0	Providers	0.0					
Pediatric-Genetics	0	0	0	Providers	0.0	-				
Traditional Healing	0	0	0	Providers	0.0					
Specialty Care Sub-	0	252	252	Exam Rooms	0.1					
Inpatient Care Labor & Delivery	0	0	0	LDRs	0.0					
Lucoi & Donivory	U	V								
			0	# of Dodg	0.0					
Obstetrics Patient Days	0	0	0	# of Beds	0.0	le innatients	· provides o	ıntenartum	deliver	v and postpartum care to maternity
Obstetrics Patient Days Obstetrics provides for spec patients; and has responsib- trained personnel to eligible the suite. Additional activit Neonatology Patient Days The Newborn Nursery provi- examination, diagnosis, tree	0 cialized ca ility for th e patients, ties may in 0 ides specie	0 are, treatme e operation including aclude prep 0 alized inpa	ent, and con and main prenatal con aring steri	nsultative evaluat tenance of the lab are during labor, le set-ups for deli # of Bassinets treatment, and co of the newborn, in	ion to eligibor and delivassistance averies; prep 0.0 onsultative encluding thou	very suite. I luring delive aring patien waluation of see born prem	The labor and ry, post-nate ts for transponder to the laborate the lab	d delivery s al care, and portation to fants; coora d provides j	uite pro	y, and postpartum care to maternity vides labor and delivery care by specially gynecological surgery, if it is performed i very suite and the post-anesthesia. The province are the post-anesthesia and post-anesthesia anesthesia and post-anesthesia anesthesia a
Obstetrics Patient Days Obstetrics provides for spec patients; and has responsib. trained personnel to eligible the suite. Additional activit Neonatology Patient Days The Newborn Nursery prov. examination, diagnosis, tree evaluation and care of all in	0 cialized ca ility for th e patients, ties may in 0 ides specie	0 are, treatme e operation including aclude prep 0 alized inpa	ent, and con and main prenatal con aring steri	nsultative evaluat tenance of the lab are during labor, le set-ups for deli # of Bassinets treatment, and co of the newborn, in	ion to eligibor and delivassistance averies; prep 0.0 onsultative encluding thou	very suite. I luring delive aring patien waluation of see born prem	The labor and ry, post-nate ts for transponder to the laborate the lab	d delivery s al care, and portation to fants; coora d provides j	uite pro	wides labor and delivery care by specially gynecological surgery, if it is performed i very suite and the post-anesthesia. nealthcare delivery relative to the
Obstetrics Patient Days Obstetrics provides for spec patients; and has responsib- trained personnel to eligible the suite. Additional activit Neonatology Patient Days The Newborn Nursery provi- examination, diagnosis, tree evaluation and care of all in Pediatric Patient Days Pediatric Care provides spe- professional services; coord	0 cialized ca ility for th e patients, ties may in 0 ides specia atment, an npatient in 0 ecialized idinates hee	0 are, treatme e operation including problem of the proper day of the neona of the	ent, and con and main prenatal con aring sterior of the control of	msultative evaluat tenance of the lab are during labor, le set-ups for deli # of Bassinets treatment, and co of the newborn, in pup; prepares med # of Beds ent, and consultate	ion to eligibor and delivassistance a veries; prep 0.0 onsultative encluding tho dical records 0.0 ive evaluation	very suite. I luring delive aring patien waluation of se born pren s; and submi	The labor and ry, post-naturely; and tis required children, a	d delivery s al care, and cortation to fants; coora d provides j reports. nd adolesce	uite pro minor the delu linates I for, or c	wides labor and delivery care by specially gynecological surgery, if it is performed i very suite and the post-anesthesia. nealthcare delivery relative to the
Obstetrics Patient Days Obstetrics provides for spec patients; and has responsib- trained personnel to eligible the suite. Additional activit Neonatology Patient Days The Newborn Nursery provi- examination, diagnosis, tree evaluation and care of all in Pediatric Patient Days Pediatric Care provides spe- professional services; coord records; and submits requir Adult Medical Acute Ca	0 cialized ca ility for th e patients, ties may in 0 ides specia atment, an npatient in 0 ecialized in dinates her red reports are	0 are, treatme e operation including , clude prep 0 alized inpa ad proper d a the neona 0 apatient ca althcare de s.	ent, and co n and main prenatal co aring stern 0 tient care, isposition tal age gro 0 re, treatme	nsultative evaluat tenance of the lab are during labor, le set-ups for deli # of Bassinets treatment, and co of the newborn, in oup; prepares med # of Beds ent, and consultative to the examin	ion to eligibor and deliveries; prep 0.0 onsultative encluding tho dical records 0.0 ive evaluation, diagn	very suite. I during delive aring patien waluation of se born pren s; and submi on of infants, nosis, treatm	The labor and ry, post-nate ts for transpose transpose to the members in the members in the members and the members are children, and property and pro-	d delivery s al care, and cortation to fants; coora d provides j reports. nd adolesce per disposit	uite produite produite produite produite from the dela fro	wides labor and delivery care by specially gynecological surgery, if it is performed it wery suite and the post-anesthesia. The althcare delivery relative to the otherwise ensures, appropriate diagnostic intains close liaison with the other eligible patients; prepares medical
Obstetrics Patient Days Obstetrics provides for spec patients; and has responsib- trained personnel to eligible the suite. Additional activit Neonatology Patient Days The Newborn Nursery provi- examination, diagnosis, tree evaluation and care of all in Pediatric Patient Days Pediatric Care provides spe- professional services; coore records; and submits requir Adult Medical Acute Ca Medical Care provides inpa relative to the examination,	0 cialized ca ility for the e patients, ties may in 0 ides specia atment, an npatient in dinates he red reports are diagnosis The organi	0 are, treatme e operation including include prep 0 alized inpa ad proper d a the neona 0 apatient ca althcare de s. and consu t, treatment ization of th	ent, and co n and main prenatal co aring steri 0 tient care, isposition tal age gro 0 re, treatme clivery rela clative eva a and propp ne medical	# of Beds # of Beds # of set. and consultate the newborn, in the two to the examin	tion to eligible for and delivation assistance a converies; prepublicative encluding the dical record. 0.0 ive evaluation diagration, diagration, diagratical special ligible patie I vary according the converse of the con	very suite. It luring delive aring patien waluation of see born prens; and submitted and submittes and submitted and submittes and submitted and submittes a	The labor and ry, post-naturely; and the children, a children, and properties of the specialties a child to the special to a stagent load, sta	d delivery s al care, and cortation to fants; coord d provides j reports. Ind adolesce per disposit described in pecialty or s ffing, and fa	wite proof the dela inates I into the dela inates I in the dela inates I in the inates I in this inates I in this security is security in this security in this security in this security is security in this security in this security in this security is security in this security in this security in this security is security in this security in this security in this security is security in this security in this security is security in this security in this security is security in the	wides labor and delivery care by specially gynecological surgery, if it is performed it very suite and the post-anesthesia. mealthcare delivery relative to the entherwise ensures, appropriate diagnostic lintains close liaison with the other eligible patients; prepares medical setion; coordinates healthcare delivery ialty; prepares medical records; and When subspecialty services are
Obstetrics Patient Days Obstetrics provides for spec patients; and has responsib. trained personnel to eligible the suite. Additional activit Neonatology Patient Days The Newborn Nursery provi- examination, diagnosis, tree evaluation and care of all in Pediatric Patient Days Pediatric Care provides spe- professional services; coore records; and submits require Adult Medical Acute Ca Medical Care provides inpa relative to the examination, submits required reports. T	0 cialized ca ility for the e patients, ties may in 0 ides specia atment, an npatient in dinates he red reports are diagnosis The organi	0 are, treatme e operation including include prep 0 alized inpa ad proper d a the neona 0 apatient ca althcare de s. and consu t, treatment ization of th	ent, and co n and main prenatal co aring steri 0 tient care, isposition tal age gro 0 re, treatme clivery rela clative eva a and propp ne medical	# of Beds # of Beds # of set. and consultate the newborn, in the two to the examin	tion to eligible for and delivation assistance a converies; prepublicative encluding the dical record. 0.0 ive evaluation diagration, diagration, diagratical special ligible patie I vary according the converse of the con	very suite. It luring delive aring patien waluation of see born prens; and submitted and submittes and submitted and submittes and submitted and submittes a	The labor and ry, post-naturely; and the children, a children, and properties of the specialties a child to the special to a stagent load, sta	d delivery s al care, and cortation to fants; coord d provides j reports. Ind adolesce per disposit described in pecialty or s ffing, and fa	wite proof the dela inates I into the dela inates I in the dela inates I in the inates I in this inates I in this security is security in this security in this security in this security is security in this security in this security in this security is security in this security in this security in this security is security in this security in this security in this security is security in this security in this security is security in this security in this security is security in the	wides labor and delivery care by specially gynecological surgery, if it is performed it very suite and the post-anesthesia. mealthcare delivery relative to the entherwise ensures, appropriate diagnostic lintains close liaison with the other eligible patients; prepares medical setion; coordinates healthcare delivery ialty; prepares medical records; and When subspecialty services are

Regional Referral Requirements & Delivery Plan



Delivery Plan Colorado River Region

Establishes Projected workload and key characteristics per product line, while recommending a delivery	Regional Population	10,160

		Referred	Service .	Area Workloa	ıd			Delive	ry Opt	ions
Discipline	Ft. Yuma	Parker	Total	Key Characteristics	Number Required	Direct	Region DC-VP	CHS*	Area Referral	* All workload referred for consideration at the Area CHS level was re-assigned to a CHS Delivery Option at the PSA level. Other Options or Remarks
Gastroenterology	109	24	133	# of Beds	0.6	101			33	
General Medicine	61	0	61	# of Beds	0.3	61				
Hematology	5	0	5	# of Beds	0.0	5				
Nephrology	58	0	58	# of Beds	0.3	58				
Neurology	32	0	32	# of Beds	0.1	32				
Oncology	8	0	8	# of Beds	0.0	8				
Pulmonary	98	0	98	# of Beds	0.4	98				
Rheumatology	17	0	17	# of Beds	0.1	17				
Unknown	21	0	21	# of Beds	0.1	21				
Medical Patient Day			674		2.9	622	0	0	52	
Total			0/4		2.9	022	<u> </u>	<u> </u>	32	
Adult Surgical Acute Co	are									

Adult Surgical Acute Care

Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties described in this subsection; coordinates healthcare delivery relative to the examination, treatment, diagnosis, and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.

Dentistry	0	0	0	# of Beds	0.0	0
Dermatology	0	0	0	# of Beds	0.0	0
General Surgery	0	0	0	# of Beds	0.0	0
Gynecology	0	0	0	# of Beds	0.0	0
Neurosurgery	0	0	0	# of Beds	0.0	Contract at PSA Level
Ophthalmology	0	0	0	# of Beds	0.0	0
Orthopedics	0	0	0	# of Beds	0.0	0
Otolaryngology	0	0	0	# of Beds	0.0	0
Thoracic Surgery	0	0	0	# of Beds	0.0	Contract at PSA Level
Urology	0	0	0	# of Beds	0.0	0
Vascular Surgery	0	0	0	# of Beds	0.0	Contract at PSA Level
Surgical Patient Day			0		0.0	
Total			0		0.0	
Intensive Care Unit	252	0	252	# of Beds	1.0	252
			_			

Intensive Care Units (ICUs) provide treatment for patients who require intensified, comprehensive observation and care because of shock, trauma, or other life-threatening conditions. They are staffed with specially trained personnel and contain monitoring equipment and other specialized support equipment for treating.

Psychiatry Patient 22 28 50 # of Beds 0.2 50

Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychotic, neurotic, or other mental disorders; maintains protective custody of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.

Substance Abuse 10 120 130 # of Beds 0.4 130

Substance Abuse Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients psychologically or physically dependent upon alcohol or drugs; maintains protective custody of patients when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.

Sub Acute / Transitional Care	337	0	337	# of Beds	1.2	337				
Inpatient Care Totals	621	148	1,444	# of Beds	5.7	959	0	0	485	



Delivery Plan										Colorado River Region
Establishes Projected we	orkload	and key cl	naracteri	stics per produc	t line, whi	le recomm	ending a d	lelivery]	Regional Population 10,160
		Referred	Service	Area Workload	d			Delive	ery Op	
	Ft. Yuma	Parker	Total	Key Characteristics	Number Required		Region		Area Referral	* All workload referred for consideration at the Area CHS level was re-assigned to a CHS Delivery Option at the PSA level.
Discipline	Ŧ	Pa	To	Key Cha	ž ž	Direct	DC-VP	CHS*	Ā	Other Options or Remarks
toxins, while the patient is h functions in the home setting	ospitalize gs.	ed. Specialty	trained	personnel teach al	l patients ov					s the filter to remove excess water and ning program how to perform these same
Nuclear Medicine	0	0	0	Rooms	0.0	1 6	.7		0	
or ingestible radioactive iso investigative studies, provid attending physicians, and m	topes in d	conformance blood cour	e with lic nting, eva	ensure regulations duating patients su	. Functions spected of b	and activition	es of the wo	rk center i	nclude, b	e treatment through the use of injectable out are not limited to, performing clinical adio nuclides, consulting with patients and
Rad. Oncology	0	0	0	Rooms	0.0			0		
Chemotherapy	0	0	0	Rooms	0.0				X	
Rehabilitation Services	7	1	7	. 11 1 1	1 1 111 1			, .		
outpatients whose ability to	function	is impaired	or threat	ened by disease or	injury and	ncorporates	activities s	uch as: di	rect pati	ams for the care of inpatients and ent care, evaluation, cal Therapy, Occupational Therapy, and
Rehab Total	0	0	0	Therapy FTE	0.0					
Respiratory Therapy	0			Therapy FTE	0.3				19,44	1 itive pressure and provides other forms of
tests and evaluates the patie	ent's abili	ty to exchan	ge oxyge	n and other gases i	0.0	surement of	inhaled and	d exhaled g	gases and	
	ctivities i nspecting	nclude expl	aining tes	st procedures to pa	tients; perfe	orming invas				d records the condition of the heart and and other techniques; retrieving and
Cardiovascular	0	0	0	Outpatient ORs	0.0					Contract at PSA Level
Digestive	66	0	66	Outpatient ORs	0.1				66	
Endocrine	0	0	0	Outpatient ORs	0.0				0	
ENT	34	0	34	Outpatient ORs	0.0				34	
Gynecology	23	0	23	Outpatient ORs	0.0				23	
Hemic and Lymphatic	1	0	1	Outpatient ORs	0.0				1	
Integument Musculoskeletal	26	0	26	Outpatient ORs	0.0				26 42	
Nervous	42 0	0	42	Outpatient ORs Outpatient ORs	0.0	-			42	Contract at PSA Level
Ocular	23	0	23	Outpatient ORs	0.0				23	Conduct at 1 5/4 Level
Respiratory	4	0	4	Outpatient ORs	0.0				4	
Urogenital	17	0	17	Outpatient ORs	0.0				17	
Endoscopy	25	0	25	Endoscopy Rms	0.0				25	
OP Surgical Case	236	0	236	Outpatient ORs	0.1	0	0	0	236	
Inpatient Surgery	6	0	6	Inpatient ORs	0.0				6	
Surgical Case Total	243	0	243		0.1	0	0	0	243	
Additional Services										
Hostel Services	0	0	0	# of FTE		X			Provide Yuma	e Medical Patient Family Members from

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Regional Referral Requirements & Delivery Plan



April 22, 2002

Delivery Plan

Phoenix

Establishes Projected workload and key characteristics per product line, while recommending a delivery option

Regional Population 92,131

No. Property Pro	3	•	1		J 1										regional i opulation 72,1
Fine the property of the prope					Referred Service A	rea Workload								Delivery Options	* All workload referred for consideration at the
Service Servic								Key	Number						Area CHS level was re-assigned to a CHS
Processing Pro	Discipline	Phoenix	Hu-Hu-Kam	Salt River	Middle Verde	Ft. McDowell	Total	Characteristics	Required	Direct	DC-VP	CHS*	Referral	Other Options or Remarks	Delivery Option at the PSA level.
Processing Pro															
Table 1	nergency Care														
Table 1	Emangana, Madical Clinic musuidas amana	anan ana diaana	atia a amia a a tua atuu aut	annai aal mua aa dana	a and muonou modical d	ian a aiti an af an am anas		outs who muss out thoms also	on to the name	Lt was and	utionta to annoial	tu olinios and s	duita nationta as noo	dad, manidas aliniaal cansultation samicas and ma	feed and training of against a support of support
Control Cont		gency care, alagnos	stic services, treatment, s	surgicai proceaure.	s, ana proper meaicai ai	isposition of an emerge	ncy nature to pati	enis wno present themselve	es to the servi	e. 11 rejers po	itienis to speciai	ty ctinics ana t	iamiis paiienis as need	uea, provides cunical consultation services and pro	yessionai iraining oj assignea personnei, supports mass
The foreground alliquious, and some foreground regions of all grounds regions of agencial parameters of the state of the parameters of the parame	nergency	0	0	2,030	0	414	2,444	Patient Spaces	1.3					Accommodated with Migration %	
The foreground alliquious, and some foreground regions of all grounds regions of agencial parameters of the state of the parameters of the parame								•							
The foreground alliquious, and some foreground regions of all grounds regions of agencial parameters of the state of the parameters of the parame	ecialty Care														
Freeding 1															
Information 0		s diseases and injur	ries requiring specialized								established clinic	hours for con	sistent referral patteri	ns.	
Marie Signature 0	•														
Seal Surgery 0			<u>*</u>												
Langelogy			<u> </u>												
Tabley 188			•												
Page 1996 2996 1908 379 2997 1909 379 2997 1909 19													1 475		
Pediatric Corp. 140 9 233 81 30 2490 Providers 01 Providers 02 Providers 03 Providers 04 Providers 04 Providers 05 Prov	C3		<u>*</u>												
Part															
Neghnology 0			<u> </u>							-			2,470		
Marina M	•									0.0					
Pulmonalogy 0, 0															
Substream Colory O O O O O O O O O	CJ	0.0	0.1	0.0	0.0	0.0									
Recursing Cene circles O O O O O O O O O	Gerontology	0.0	0.0	0.0	0.0	0.0	0.0	Providers	0.0	0.0					
Medicin-Generics 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.	Gastroenterology	0.0	0.2	0.1	0.0	0.0	0.4	Providers	0.0	0.4					
Polistric Genetics 10	Rheumatology	0.0	0.0	0.0	0.0	0.0	0.0	Providers	0.0	0.0					
Itinianal Healing 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 0.0 Providers 0.0 Exam Rooms 4.3 Fram Houlatory Care Services Fram Houlato	Oncology							Providers		0.1					
recombly Care Sub-Total 5,334 0 2,619 1,701 720 10.375 Exam Rooms 4.3 The Authology Visits 0 0 0 417 223 102 742 Authologists 0.4 742 Authology Clinic provides comprehensive authologist support for patients for the determination of evology, pathology, and magnitude of horarig, loss and patential for remodutation and rebulations, assists in the evaluations of authory and vestibular systems. Specific services include pure tone threshold authometry; basic and advanced clinical testing; padiatric evaluations; nearing testing as part of the early heaving loss identification program, hearing and evaluation, fittings, and repairs; car mold fittings, vestibiliting evaluation, dispensing of hearing protection devices (litting, cultication, and motivation); determination of proper referral and disposition. **Author Vision Program Residence of the early heaving loss identification program, hearing and evaluation, fittings, and repairs; car mold fittings; vestibiliting evaluations, dispensing of hearing protection devices (litting, cultication, and motivation); determination of proper referral and disposition. **Author Vision Program Residence of the early heaving loss identification program, hearing and evaluation, fittings, underprogram hearing protection devices (litting, cultication, and motivation); determination of proper referral and disposition. **Author Vision Program Residence of the program and active program and device of the program and device															
the Ambilatory Gare Services diology Visits 0 0 417 223 102 742 Audiologists 0 0 417 223 102 742 Audiologist 0 0 417 223 102 742 814 # 6 6 Bests 44 744 8 of Bests 44 744															
iology Visits 0 0 417 223 102 742 Audiologists 0.4 742 Audiology Clinic provides comprehensive audiologic support for patients for the determination of etiology, pathology, and magnitude of hearing loss and potential for remediation and rehabilitation; assists in the evaluation of auditory and vestibilar systems. Specific services include pure tone threshold audiometry; basic and advanced clinical testing; pediatric evaluations; necessing testing as part of the early hearing loss identification program, hearing aid evaluation, flittings, vestibular evaluations, dispensing of hearing protection devices (flitting, education, and motivation), determination of proper referral and disposition. **Motivation** **Motivation** **One A Delivery Births** **O 234 126 0 17 378 LDRs 2.0 378 **Settrics Patient Days** **O 638 344 0 47 1,029 # of Beds 5.6 1,029 **Settrics Patient Days** **O 638 344 0 47 1,029 # of Beds 5.6 1,029 **Settrics provides for specialized care, neutment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to materiary patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite and the post-anesthesia. **Settlet Days** **O 476 296 0 42 814 # of Bassinets 4.7 814 **Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infinits; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neon group; prepares medical records; and submits required reports. **Interior Patient Days** **O 488 219 16 21 744 # of Beds 4.4 744	ecialty Care Sub-Total	5,334	0	2,619	1,/01	/20	10,3/5	Exam Rooms	4.3						
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or & Delivery Births 0 234 126 0 17 378 LDRs 2.0 378 stetrics Patient Days 0 638 344 0 47 1,029 # of Beds 5.6 1,029 sterrics provides for specialized care, treatment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to maternity patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite provides labor and delivery suite and the post-anesthesia. The provides of specialized care, treatment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to maternity patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite provides labor and delivery care by specially trained personnel to eligible patients, included personnel to eligible patients, inclu															
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tetrics provides for specialized care, treatment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to maternity patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite provides labor and delivery care by specially trained personnel to eligible patients, include patients, include and care during labor, assistance during delivery, post-natal care, and minor gynecological surgery, if it is performed in the suite. Additional activities may include preparing sterile set-ups for deliveries; preparing patients for transportation to the delivery suite and the post-anesthesia. In the patient Days O 476 296 O 42 814 # of Bassinets 4.7 814 Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infants; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neon group; prepares medical records; and submits required reports. Interior Patient Days O 488 219 16 21 744 # of Beds 4.4 744	etatrice Patient Days	0	620	3/1/	0	47	1.020	# of Doda	5.6	1.020					
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Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infants; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neon group; prepares medical records; and submits required reports. intric Patient Days 0 488 219 16 21 744 # of Beds 4.4 744	atal care during labor, assistance during a	delivery, post-natal	l care, and minor gyneco	ological surgery, if	it is performed in the su	ite. Additional activitie	es may include pre	eparing sterile set-ups for a	leliveries; pre	paring patient	s for transportat	ion to the deliv	ery suite and the post	-anesthesia.	
Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infants; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neon group; prepares medical records; and submits required reports. intric Patient Days 0 488 219 16 21 744 # of Beds 4.4 744															
group; prepares medical records; and submits required reports. Tiatric Patient Days 0 488 219 16 21 744 # of Beds 4.4 744	onatology Patient Days	0	476	296	0	42	814	# of Bassinets	4.7	814					
Tiatric Patient Days 0 488 219 16 21 744 # of Beds 4.4 744	Newborn Nursery provides specialized inp	atient care, treatm	ent, and consultative evo	aluation of newborn	n infants; coordinates he	ealthcare delivery relat	ive to the examina	tion, diagnosis, treatment,	and proper d	isposition of th	ne newborn, incli	uding those bo	rn prematurely; and p	provides for, or otherwise ensures, appropriate diag	nostic evaluation and care of all inpatient in the neonat
	group; prepares medical records; and subs	mits required repo	rts.										•		
	E di Brita D	0	400	010	1.0	21	7	# ap :	4.4	544					
iatric Care provides specialized inpatient care, treatment, and consultative evaluation of infants, children, and adolescents; maintains close liaison with the other professional services; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of eligible patients; prepares medical records; and submits required reports.	hatric Patient Days	0	488	219	16	21	744	# of Beds	4.4	744					
	liatric Care provides specialized inpatient c	care, treatment, and	d consultative evaluation	of infants, childre	n, and adolescents; mai	ntains close liaison with	h the other profes:	sional services; coordinate	s healthcare a	lelivery relativ	e to the examina	tion, diagnosis	, treatment, and prop	er disposition of eligible patients; prepares medical	records; and submits required reports.

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Regional Referral Requirements & Delivery Plan



Phoenix, Arizona

Delivery Plan

Phoenix Establishes Projected workload and key characteristics per product line, while recommending a delivery option Regional Population 92,131 Referred Service Area Workload **Delivery Options** * All workload referred for consideration at the Area CHS level was re-assigned to a CHS Key Area Number Delivery Option at the PSA level. DC-VP Direct CHS* Discipline Salt River Middle Verde Ft. McDowell Referral Other Options or Remarks Phoenix Hu-Hu-Kam Total Characteristics Required Medical Care provides inpatient care and consultative evaluation in the medical specialties and subspecialties and subspecialties and subspecialty prepares medical records; and submits required reports. The organization of the medical care function will vary according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialtzed techniques and practices using all the available modern diagnostic procedures, studies, and therapies. 25 90 30 157 # of Beds 0.7 157 Cardiology 205 226 Endocrinology 226 # of Beds 1.0 50 219 Gastroenterology 120 29 20 219 # of Beds 1.0 General Medicine 0 196 27 13 236 # of Beds 1.0 236 Hematology 0 11 17 # of Beds 0.1 17 Nephrology 0 111 120 # of Beds 0.5 120 14 0.3 Neurology 0 58 79 # of Beds 79 19 19 Oncology 0 11 # of Beds 0.1 151 32 15 198 198 0 # of Beds 09 Pulmonary Rheumatology # of Beds 0.0 Unknown 10 14 # of Beds 0.1 14 Medical Patient Day Total 84 970 158 82 1,294 1,294 Adult Surgical Acute Care Surgical Care provides inpatient care and consultative evaluation in the surgical specialties and subspecialties and subspecialty prepares medical records; and submits required reports. The organization of the surgical care function varies according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies. Dentistry 0 11 # of Beds 0.0 11 Dermatology 156 163 # of Beds 0.7 163 General Surgery 654 970 970 264 34 19 # of Beds 4.1 Gynecology 153 62 10 232 # of Beds 1.0 232 0 0 0 # of Beds 0.0 Neurosurgery Ophthalmology 9 0 11 # of Beds 0.0 11 27 Orthopedics 366 128 13 534 # of Beds 2.3 534 21 29 29 Otolaryngology 5 # of Beds 0.1 0 0 0.0 0 Thoracic Surgery 0 # of Beds Urology 80 45 14 145 0.0 145 # of Beds Vascular Surgery 0 0 0 0 # of Beds 1.1 Surgical Patient Day Total 1,411 480 77 45 2,094 8.9 2,094 Intensive Care Unit 983 315 47 30 1,375 # of Beds 5.4 1,375 Intensive Care Units (ICUs) provide treatment for patients who require intensified, comprehensive observation and care because of shock, trauma, or other life-threatening conditions. They are staffed with specially trained personnel and contain monitoring equipment and other specialized support equipment for treating.

of Beds Psychiatric Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients with psychiatric disorders when required to prevent injury to themselves or to others; establishes therapeutic regimens; conducts individual or group therapy sessions; provides short-term treatment to patients psychologically or physically dependent upon alcohol or drugs; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports.

of Beds 0.8 Substance Abuse Care provides specialized care and consultative evaluation for eligible inpatients; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of patients psychologically or physically dependent upon alcohol or drugs; maintains protective custody of patients when required to prevent injury to themselves or to others;

establishes therapeutic regimens; conducts individual or group therapy sessions; maintains custody of sensitive or medically privileged records and correspondence that evolve during treatment of patients; prepares medical records; and submits required reports. Sub Acute / Transitional Care 520 # of Beds Inpatient Care Totals 547 4,251 3,191 475 322 8.785 # of Beds 39.6 8.080 706

Ancillary Services

Clinical Pathology operates the clinical laboratories and conducts studies, investigations, analyses, and examinations, including diagnostic and routine tests and systems. Additional activities may include, but are not limited to, transportation of specimens from the nursing floors and surgical suites and preparation of samples for testing.

Clinical Lab	0	0	0	7,607	3,990	11,598	Tech Staff @ Peak 1.2	11,598
Microbiology	0	0	0	913	425	1,337	Tech Staff @ Peak 0.1	1,337
Blood Bank	0	0	546	0	82	628	Tech Staff @ Peak 0.1	628
Anatomical Pathology	0	0	0	0	0	0	Tech Staff @ Peak 0.0	0
Anatomical Pathology conducts the histopathology	gy and cytopatho	ology laboratories; direc	ets studies, examina	tions, and evaluations in	ncluding diagnostic ar	nd routine procedur	es; provides referrals and consultations;	performs post-mortem examinations; and operates the morgue.
Lab Totals	0	0	546	8,520	4,497	13,563	Tech Staff @ Peak 1.4	

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Regional Referral Requirements & Delivery Plan



Phoenix

Phoenix, Arizona

Delivery Plan

Regional Population

Establishes Projected workload and key characteristics per product line, while recommending a delivery option 92,131 Referred Service Area Workload **Delivery Options** * All workload referred for consideration at the Region Area CHS level was re-assigned to a CHS Number Area Key Delivery Option at the PSA level. Direct DC-VP CHS* Middle Verde Ft. McDowell Referral Discipline Hu-Hu-Kam Salt River Total Other Options or Remarks Phoenix Characteristics Required Acute Dialysis 110 59 192 Rooms Acute Dialysis provides purification of the patient's own peritoneal membrane, located in the abdomen, as the filter to remove excess water and toxins, while the patient's own peritoneal membrane functions in the home settings. Diagnostic Imaging Diagnostic Radiology provides diagnostic radiologic services to inpatients and outpatients. Activities include, but are not limited to, processing, examining, interpreting, storing, and retrieving radiographs and fluorographs; directing a radiological safety program; and consulting with physicians and patients. Radiographic 1,979 253 343 2 575 2,575 0.4 Rooms Ultrasound 389 139 588 0.2 60 588 Rooms Mammography 2,498 698 293 94 3.583 0.9 3.583 Rooms Fluoroscopy 0 0 151 51 29 231 0.1 231 Rooms CT 546 144 55 29 774 Rooms 0.2 774 MRI 381 102 37 535 0.1 535 16 Rooms 828 Diagnostic Imaging Totals 3,425 3,463 571 8,286 Radiologist 0.7 Nuclear Medicine 2,294 1,458 593 2,294 166 51 2.5 Rooms 1.1 Nuclear Medicine provides diagnostic nuclear medicine studies, interprets such studies, and performs therapeutic nuclear medicine treatment through the use of injectable or ingestible radioactive isotopes in conformance with licensure regulations. Functions and activities of the work center include, but are not limited to, performing clinical investigative studies, providing whole blood counting, evaluating patients suspected of being contaminated with gamma-emitting radio nuclides, consulting with patients and attending physicians, and maintaining radioactive waste disposal and storage of radioactive materials Rad. Oncology Rooms Chemotherapy 210 41 51 11 313 Rooms 0.2 Rehabilitation Services Rehabilitation Services develops, coordinates, and uses special knowledge and skills in planning, organizing, and managing programs for the care of inpatients and outpatients whose ability to function is impaired or threatened by disease or injury and incorporates activities such as: direct patient care, evaluation, testing, consultation, counseling, teaching, administration, research, and community services. This service typically consists of three disciplines: Physical Therapy, Occupational Therapy, and Speech Therapy. Physical Therapy 0 12 12 Therapy FTE 0.0 Occupational Therapy 0.0 0 0 0 0 0 Therapy FTE Speech Therapy 0 Therapy FTE 0.0 0 0 0 Rehab Total 906 906 0 0 0 Therapy FTE 0.5 906 15,771 8,417 2,971 27,159 Therapy FTE 0.4 Respiratory Therapy provides and administers oxygen, humidification, aerosol, and certain potent drugs through inhalation or positive pressure and provides other forms of rehabilitative therapy and performing blood gas analysis. The service also tests and evaluates the patient's ability to exchange oxygen and other gases through measurement of inhaled and exhaled gases and analysis of blood. Rooms 0.0 The Cardiac Catheterization provides services including the operations and maintenance of specialized equipment that displays and records the condition of the heart and circulatory system. Other activities include explaining test procedures using catheters and other techniques; retrieving and analyzing test results; and inspecting, testing, calibrating, and maintaining special equipment. **Outpatient Surgery Cases** Cardiovascular Outpatient ORs 0.0 Digestive 340 88 35 13 477 Outpatient ORs 477 0.4 Endocrine 0 Outpatient ORs 0.0 ENT 186 54 14 262 Outpatient ORs 0.1 262 177 Gynecology 126 34 12 177 Outpatient ORs 0.1 Hemic and Lymphatic 10 Outpatient ORs 10 0.0 Integument 133 187 187 0.1 Outpatient ORs Musculoskeletal 221 59 21 310 Outpatient ORs 0.2 310 Nervous 0 Outpatient ORs 0.0 0 Ocular 14 42 Outpatient ORs 0.0 60 Respiratory 0 5 2 Outpatient ORs 0.0 Urogenital 89 24 9 4 125 Outpatient ORs 0.1 125 Endoscopy 0 32 14 51 Endoscopy Rms 0.0 51 OP Surgical Case Total 1,104 344 121 50 1,619 Outpatient ORs 1.0 1,619

Facility Support Services **Durable Medical Equipment** 0

313

1,417

of FTE 0.0 0.0 1.6 0.5 0.3 2.4 # of FTE

32

154

15

65

465

2,084

104

448

Clinical Engineering provides preventive maintenance, inspection, and repair of medical and dental equipment; conducts a systematic inspection of equipment to determine operational status, and assigns serviceability condition codes to equipment medical and dental equipment; repairs or replaces worn or broken parts; rebuilds and fabricates equipment or components; modifies equipment and installs new equipment; inspects and tests contractor-installed equipment; disassembles, packs, receives, and inspects equipment; and maintains audio and video equipment.

Inpatient ORs

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0.5

1.5

465

2,084

0

Surgical Case Total

Inpatient Surgery Cases

The Phoenix Area Health Services Master Plan Regional Referral Requirements & Delivery Plan



Delivery Plan Northern Arizona

Establishes Projected workload and key characteristics per product line, while recommending a delivery Regional Population 14,479

	R	eferred S	Service Are	a Worklo	ad	Delivery Options						<u> </u>	
Discipline	Keams Canyon	Peach Springs	Total	Key Characteristics	Number Required	Direct	Region DC-VP	CHS*	Area Referral	* All workload consideration was re-assigne Option at the F	at the Area	CHS level S Delivery	

Specialty Care

Specialty Care examines, diagnoses, and treats diseases and injuries requiring specialized capabilities diagnosis and procedures beyond the Primary Care team. The service is typically provided by visiting providers who have established clinic hours for consistent referral patterns.

is typically provided by vis	ung provi	acis wito i	are establi	snea cume nours	jor const	sieni rejerrai panerns.	
Orthopedics	2,046	0	2,046	Providers	0.8	2,046	
Ophthalmology	1,649	350	1,998	Providers	0.6	1,998	
Dermatology	1,623	425	2,048	Providers	0.5		Telemedicine at Local Level
General Surgery	1,603	0	1,603	Providers	0.6	1,603	
Otolaryngology	957	265	1,222	Providers	0.5	1,222	
Cardiology	540	98	638	Providers	0.3	638	
Urology	589	129	718	Providers	0.3	718	
Neurology	436	114	551	Providers	0.3	551	
Other Subspecialties	0	0	0	Providers	0.0		
Nephrology	0	0	0	Providers	0.0		
Allergy	0	0	0	Providers	0.0		
Pulmonology	0	0	0	Providers	0.0		
Gerontology	0	0	0	Providers	0.0		
Gastroenterology	0	0	0	Providers	0.0		
Rheumatology	0	0	0	Providers	0.0		
Oncology	0	0	0	Providers	0.0		
Pediatric-Genetics	0	0	0	Providers	0.0		·
Traditional Healing	0	0	0	Providers	0.0		
Specialty Care Sub-	9,443	1,381	10,824	Exam Rooms	4.5		

-	1		
ım	nafi	ent	Care
	1000		Citte

Labor & Delivery	0	0	0	LDRs	0.0
Obstetrics Patient Days	0	0	0	# of Beds	0.0

Obstetrics provides for specialized care, treatment, and consultative evaluation to eligible inpatients; provides antepartum, delivery, and postpartum care to maternity patients; and has responsibility for the operation and maintenance of the labor and delivery suite. The labor and delivery suite provides labor and delivery care by specially trained personnel to eligible patients, including prenatal care during labor, assistance during delivery, post-natal care, and minor gynecological surgery, if it is performed in the suite. Additional activities may include preparing sterile set-ups for deliveries; preparing patients for transportation to the delivery suite and the post-anesthesia.

Neonatology Patient	0	0	0	# of	0.0
Days	U	U	U	Bassinets	0.0

The Newborn Nursery provides specialized inpatient care, treatment, and consultative evaluation of newborn infants; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of the newborn, including those born prematurely; and provides for, or otherwise ensures, appropriate diagnostic evaluation and care of all inpatient in the neonatal age group; prepares medical records; and submits required reports.

of Beds Pediatric Patient Days

Pediatric Care provides specialized inpatient care, treatment, and consultative evaluation of infants, children, and adolescents; maintains close liaison with the other professional services; coordinates healthcare delivery relative to the examination, diagnosis, treatment, and proper disposition of eligible patients; prepares medical records; and submits required reports.

Adult Medical Acute Care

Medical Care provides inpatient care and consultative evaluation in the medical specialties and subspecialties described in this section; coordinates healthcare delivery relative to the examination, diagnosis, treatment and proper disposition of eligible patients, appropriate to the specialty or subspecialty; prepares medical records; and submits required reports. The organization of the medical care function will vary according to patient load, staffing, and facilities. When subspecialty services are established, they shall provide the related specialized techniques and practices using all the available modern diagnostic procedures, studies, and therapies.

Cardiology	276	32	308	# of Beds 1.4	308	0	
Endocrinology	66	31	97	# of Beds 0.4	97	0	
Gastroenterology	206	41	247	# of Beds 1.1	247	0	



Delivery Plan

Delivery Plan										Northern Arizon	
Establishes Projected w	orkload a	and key c	haracteris	tics per produ	ct line, v	while recomm	ending a de	elivery]	Regional Population 14,4	
	R	eferred S	Service A	rea Workload	i	Delivery Options					
	Keams Canyon	Peach Springs	la	Key Characteristics	Number Required		Region		Area Referral	* All workload referred for consideration at the Area CHS leve was re-assigned to a CHS Delivery Option at the PSA level.	
Discipline	Kes	Pea	Total	Key Cha	N Rec	Direct	DC-VP	CHS*	Are	Other Options or Remarks	
General Medicine	255	34	289	# of Beds	1.3	289					
Hematology	18	5	22	# of Beds	0.1	22					
Nephrology	84	20	104	# of Beds	0.5	104					
Neurology	142	18	160	# of Beds	0.7	160					
Oncology	31	4	35	# of Beds	0.2	35					
Pulmonary	318	40	358	# of Beds	1.6	358					
Rheumatology	13	2	15	# of Beds	0.1	15					
Unknown	19	3	23	# of Beds	0.1	23					
Medical Patient Day Total	1,427	231	1,658		7.5	1,658	0	0	0		
dult Surgical Acute Ca										osection; coordinates healthcare delivery	
	The organi ed speciali	zation of t	he surgical ques and pr	care function va ractices using al	ries acco l the avail	rding to patient able modern di	load, staffin	g, and facil cedures, sti	ities. W	ialty; prepares medical records; and hen subspecialty services are establishe id therapies.	
Dentistry	2	0	2	# of Beds	0.0	2		0			
Dermatology	9	11	21	# of Beds	0.1	21					
General Surgery	307	64	372	# of Beds	2.1	372		0			
Gynecology	83	29	112	# of Beds	0.6	112					
Neurosurgery	0	0	0	# of Beds	0.0			0			
Ophthalmology	2	6	8	# of Beds	0.0	8		0			
Orthopedics	242	46	288	# of Beds	1.7	288		0			
Otolaryngology	14	0	17 0	# of Beds # of Beds	0.1	17		0			
Thoracic Surgery Urology	0	0	0	# of Beds	0.0	-		0			
Vascular Surgery	0	0	0	# of Beds	0.0	-		0			
urgical Patient Day	659	160	819	ii oi beds	4.7	819		0	0		
ntensive Care Unit	463	109	572	# of Beds	2.2						
tensive Care Units (ICUs) nditions. They are staffea	l with spec	ially train	ed personne	el and contain m	onitoring	-			rt equip	shock, trauma, or other life-threatening ment for treating .	
sychiatry Patient	63	16	79	# of Beds	0.3		7, , 7, 7, 7, 7, 7, 7, 7, 7, 7, 7, 7, 7,	7.71	79		
eatment, and proper dispo quired to prevent injury to	osition of p o themselv physically	oatients wi es or to ot dependen	th psychotic hers; estab t upon alco	c, neurotic, or ot lishes therapeuti hol or drugs; m	her menta ic regimen aintains ca	nl disorders; mo ns; conducts ind ustody of sensit	iintains prote lividual or gr	ctive custo oup therap	dy of pa y session ged reco	ive to the examination, diagnosis, tients with psychiatric disorders when ns; provides short-term treatment to rds and correspondence that evolve	
ubstance Abuse	34	7	41	# of Beds	0.1				41		
eatment, and proper dispo revent injury to themselves rivileged records and corr	osition of p s or to oth	oatients psy ers; establ	vchological ishes thera _l	ly or physically peutic regimens;	dependen conducts	t upon alcohol individual or g	or drugs; ma roup therapy	intains proi sessions; i	tective c naintain	relative to the examination, diagnosis, ustody of patients when required to as custody of sensitive or medically ports.	
ub Acute / ransitional Care	0	241	241	# of Beds	0.8	241					
npatient Care Totals	2,966	828	3,794	# of Beds	18.4	2,717	0	0	120		
cute Dialysis	0	0	0	Rooms	0.0			0			
	hospitalize			ising the patient	's own per					the filter to remove excess water and ing program how to perform these same	

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Diagnostic Imaging



Delivery Plan

Delivery Plan										Northern Arizona
Establishes Projected we	orkload	and key cl	naracteris	stics per produ	ct line, v	hile recomm	ending a de	elivery		Regional Population 14,479
	R	eferred S	ervice A	rea Workload	i			Delivery		
							Region		, - F	
	Keams Canyon	Peach Springs	TR.	Key Characteristics	Number Required		Region		Area Referral	* All workload referred for consideration at the Area CHS level was re-assigned to a CHS Delivery Option at the PSA level.
Discipline	Ke	Pea	Total	Key Cha	Nu Rec	Direct	DC-VP	CHS*	Are	Other Options or Remarks
_	_		_	-	-					o, processing, examining, interpreting, patients.
Radiographic	0	0	0	Rooms	0.0			0		
Ultrasound	0	0	0	Rooms	0.0	-		0		
Mammography	0	0	0	Rooms	0.0			0		
Fluoroscopy	0	0	0	Rooms	0.0			0		
CT	0	0	0	Rooms	0.0	-		0		
MRI	0	0	0	Rooms	0.0	-		0		
Diagnostic Imaging										
Totals	0	0	0	Radiologist	0.0					
Nuclear Medicine	0	0	0	Rooms	0.0			0		
Nuclear Medicine provides						ies, and perforn	ns therapeuti		nedicine	treatment through the use of injectable or
•	_			-			-			are not limited to, performing clinical
	-			_			-			dio nuclides, consulting with patients and
attending physicians, and m	aintainin	g radioactiv	ve waste d	isposal and stora	ige of rad	ioactive materio	als.		J	
D 1 0 1										
Rad. Oncology	0	0	0	Rooms	0.0	-		0		
Chemotherapy	0	0	0	Rooms	0.0			0		
Rehabilitation Services										
Speech Therapy. Physical Therapy Occupational Therapy	0	0	0	Therapy FTE	0.0					
Speech Therapy	0	0	0	Therapy FTE Therapy FTE	0.0	-				
Rehab Total	0	0	0	Therapy FTE	0.0					
	58,921	8,039		Therapy FTE	0.0	66,960				
							lruas through	inhalation	or nosi	tive pressure and provides other forms of
rehabilitative therapy include and evaluates the patient's a Cardiac Catherization	ding initia ability to e	ating, monito	oring, and cygen and	d evaluating patie other gases thro Rooms	ent performugh meast	nance and reac urement of inha	ctions to there aled and exha	apy and per aled gases a	forming and anal	s blood gas analysis. The service also tests ysis of blood.
										l records the condition of the heart and and other techniques; retrieving and
analyzing test results; and i		-	_		-		ave procedur	es using ca	ineiers i	and other techniques, retrieving and
Home Health Care	nspecting 0	n iesting, cu	()	# FTE	0.0	ииртені.				
	•	ividuals and	-			to promote m	aintain or r	estore healt	h or to	naximize the level of independence while
minimizing the effects of dis					residence	to promote, m	amum, or re	siore neuti	01 101	maximize the tevel of independence white
Outpatient Surgery Case	-		estimate to							
Cardiovascular	0	0	0	Outpatient ORs	0.0	-		0		
Digestive	202	45	247	Outpatient ORs	0.0	247		J		
Endocrine	1	0	1	Outpatient ORs	0.2	1				
ENT	79	25	103	Outpatient ORs	0.0	103				
Gynecology	60	17	77	Outpatient ORs	0.0	77				
Hemic and Lymphatic	4	1	5	Outpatient ORs	0.0	5				
Integument	72	18	90	Outpatient ORs	0.0	90				
Musculoskeletal	115	29	144	Outpatient ORs	0.0	144				
Nervous	0	0		-	0.1	144		0		
Ocular			107	Outpatient ORs		107		U		
Respiratory	92 11	16	107	Outpatient ORs	0.1	107				
Urogenital	51		13	Outpatient ORs	0.0	13				
Endoscopy	86	12	63	Outpatient ORs	0.0	63				
OP Surgical Case	686	17	103	Outpatient ORs	0.0	103				

165

851

Outpatient ORs 0.5

OP Surgical Case

686



Delivery Plan Northern Arizona

Establishes Projected workload and key characteristics per product line, while recommending a delivery Regional Population 14,479											
	Referred Service Area Workload					Delivery Options					
	_			200			Region			* All workload referred for	
Discipline	Keams Canyon	Peach Springs	Total	Key Characteristics	Number Required	Direct	DC-VP	CHS*	Area Referral	consideration at the Area CHS level was re-assigned to a CHS Delivery Option at the PSA level. Other Options or Remarks	
Inpatient Surgery	185	42	227	Inpatient ORs	0.2	227					
Surgical Case Total	871	207	1,078		0.7	1,078		0	0		
Additional Services											
Hostel Services	0	0	0	# of FTE				X		Provide for Admitted Patient Family Members	

Phoenix, Arizona

th Services Master Plan

Master Plan Summary

Area Referral Plan

The Area Referral Requirements and Delivery Plan identify workload referred from a region to an Area-wide direct care facility for support. Referral to the Area means the workload has already been considered at the Regional Level. Referral to the Area implies that the contributing region would rather have the need be met by an Area Direct Care Facility then by the Contract Health System and its dollars. Historically the Area Direct Care Facility has been Phoenix Indian Medical Center.

The spreadsheet that follows identifies referred workload by region and product line. The referred workload is summed in the "Total" column in the center of the page. The number of Key Characteristics required to meet that workload is identified. The Delivery Options indicates whether the workload can be met at the Area level or whether it needs to be met through contract health dollars at a Primary Service Area level.

It is not necessary to meet this referred workload at Phoenix Indian Medical Center, It is however important for economy of scale that this workload be met at a location where the services already are provided if possible.

Consistent with the strategic intent of this plan (care closer to home), the majority of Tribes and Service Unit have referred little workload to be met at the Area Direct Care Facility. They have instead projected that contract health dollars be used to meet these workloads and intend to pursue contract health dollars to meet their needs. The Area Direct Care facility will primarily serve the Phoenix Region, with Surgical support provided Parker and Visiting professionals provided to all of Arizona and Utah.

Phoenix, Arizona



Delivery Plan

			P 1	product iii	ne, while re		ing a acir	J . I													Area Population 16
							Re	ferred Regi	ion Workload									Delivery O _l	ptions		
				ja .				da	녍	d.	g.				Region						
Discipline	Phoenix	Whiteriver	Northen Arizona	Colorado River System	San Carlos	Northwest Nevada	Northeastern Nevada	Central Neva	Southern Nevada Southwest Utah	Northeast Utah	Northwest Utah	al Key Characteristics	Number Required	Direct	DC-VP	CHS	Area Referra	al Other	Options or Remarc	ks	
Specialty Care																					
Specialty Care examines, diagnos	ses, and tre	ats disease	es and injurie	es requiring	specialized	capabilities	s diagnosis a	and procedur	res beyond the Pri	nary Care tear	m. The service typi	cally is provided by visiting pro	viders who h	ave establishe	d clinic hours j	or consistent	referral patt	terns.			
Orthopedics	0	0	0	0	0	0	0		0	0	0										
Ophthalmology	0	0	0	0	0	0	0		0	0	0										
Dermatology	0	0	0	0	0	0	0		0	0	0	Providers	0.0								
General Surgery	0	0	0	0	0	0	0		0	0	0										
Otolaryngology Cardiology	1,475	0	0	0	0	0	0		0	0	1,47		0.0	1,475				Viable	When Grouped with	Visiting Profession	onal
	2,397	0	0	0	0	0	0		0	0	2,39		0.7	2,397					When Grouped with		
	2,490	0	0	0	0	0	0		0	0	2,49		1.3	2,490					When Grouped with		
Other Subspecialties	0	0	0	0	0	0	0		0	0	0								1		
Nephrology	0	0	0	0	0	0	0		0	0	0	Providers	0.0								
Allergy	0	0	0	0	0	0	0		0	0	0	Providers									
Pulmonology	0	0	0	0	0	0	0		0	0	0		0.0								
Gerontology	0	0	0	0	0	0	0		0	0	0			-							
Gastroenterology	0	0	0	0	0	0	0		0	0	0	110114015	0.0								
Rheumatology Oncology	0	0	0	0	0	0	0		0	0	0	110114015	0.0								
Pediatric-Genetics	0	0	0	0	0	0	0		0	0	0		0.0								
Traditional Healing	0	0	0	0	0	0	0		0	0	0										
Specialty Care Sub-Total									-			Exam Rooms	0.0								
Inpatient Care																					
Labor & Delivery Births	0	0	0	0	27	0	0		0	0	27	LDRs	0.0	27				@ PIN	МС		
Obstetrics Patient Days	0	0	0	0	67	0	0		0	0	67	# of Beds	0.9	67				@ PIN	мС		
Obstetrics Patient Days Obstetrics provides for specialize	0 ed care, tree	0 atment, and	0 d consultative	0 e evaluation	67 to eligible	0 inpatients; j	0 provides an	•	0 livery, and postpar	0 tum care to m	67 aternity patients; an	# of Beds	0.9 eration and m	67 caintenance of		•		@ PIN	мС	ny specially trained p	personnel to eligible patients, includ
Obstetrics Patient Days Obstetrics provides for specialize prenatal care during labor, assist Neonatology Patient Days	0 d care, tree tance durin 0	0 atment, and og delivery, 0	0 d consultative post-natal a	0 e evaluation re, and min	67 to eligible to gynecolog	0 inpatients; j gical surges 0	0 provides and ry, if it is pe	rformed in th	0 livery, and postpar he suite. Additiond	0 tum care to ma l activities ma 0	67 aternity patients; ar y include preparing 68	# of Beds id has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets	0.9 eration and m ereparing pati	67 aintenance of ients for transp	oortation to the	delivery sui	e and the pos	@ PIM and delivery suite provides l st-anesthesia. @ PIM	MC labor and delivery care b		
Obstetrics Patient Days Obstetrics provides for specialize prenatal care during labor, assist Neonatology Patient Days The Newborn Nursery provides sp	0 d care, trec tance durin 0 vecialized i	0 atment, and g delivery, 0	0 d consultative post-natal a	0 e evaluation re, and min 0 at, and const	67 to eligible to gynecolog	0 inpatients; j gical surges 0	0 provides and ry, if it is pe	rformed in th	0 livery, and postpar he suite. Additiond	0 tum care to ma l activities ma 0	67 aternity patients; ar y include preparing 68	# of Beds id has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets	0.9 eration and m ereparing pati	67 aintenance of ients for transp	oortation to the	delivery sui	e and the pos	@ PIM and delivery suite provides l st-anesthesia. @ PIM	MC labor and delivery care b		personnel to eligible patients, includ and care of all inpatient in the neon
Obstetrics Patient Days Obstetrics provides for specialize prenatal care during labor, assist Neonatology Patient Days The Newborn Nursery provides spage group; prepares medical reco	0 d care, trec tance durin 0 vecialized i	0 atment, and g delivery, 0	0 d consultative post-natal a	0 e evaluation re, and min 0 at, and const	67 to eligible to gynecolog	0 inpatients; j gical surges 0	0 provides and ry, if it is pe	rformed in th	0 livery, and postpar he suite. Additiond	0 tum care to ma l activities ma 0	67 aternity patients; ar y include preparing 68	# of Beds id has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets	0.9 eration and m ereparing path 0.9 er disposition	67 aintenance of ients for transp	oortation to the	delivery sui	e and the pos	@ PIN and delivery suite provides l st-anesthesia. @ PIN d provides for, or otherwise	MC labor and delivery care b MC ensures, appropriate did		
prenatal care during labor, assist Neonatology Patient Days	0 d care, tree tance durin 0 pecialized i ords; and si	0 atment, and g delivery, 0 inpatient coubmits requ	0 d consultative post-natal a. 0 are, treatmen uired reports	0 e evaluation re, and min 0 at, and const	67 to eligible or gynecolo, 68 ultative eval	0 inpatients; p gical surger 0 uation of ne	0 provides and ry, if it is pe 0 ewborn infa	rformed in the	0 livery, and postpan he suite. Additiona 0 ates healthcare del	0 tum care to ma l activities ma 0 ivery relative t	67 aternity patients; and sy include preparing 68 to the examination,	# of Beds ad has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets diagnosis, treatment, and prope	0.9 eration and m preparing path 0.9 er disposition 0.2	67 aintenance of ients for transp 68 of the newbor	portation to the	delivery suid	e and the pos	@ PIM and delivery suite provides l st-anesthesia. @ PIM d provides for, or otherwise @ PIM	MC labor and delivery care b MC ensures, appropriate did	agnostic evaluatioin	and care of all inpatient in the neon
Obstetrics Patient Days Obstetrics provides for specialize prenatal care during labor, assist Neonatology Patient Days The Newborn Nursery provides spage group; prepares medical recorded provides and provides specialized tric Care provides specialized Adult Medical Acute Care	0 d care, tree tance durin 0 pecialized i prds; and si 0	0 atment, and g delivery, 0 inpatient cubmits requ 0 nt care, trea	0 d consultative post-natal a 0 are, treatmen uired reports 0 atment, and c	0 e evaluation re, and min 0 at, and const 0 consultative	67 to eligible or gynecolog 68 ultative eval 4 evaluation o	0 inpatients; pgical surger 0 uation of ne 0 of infants, c	0 provides and ry, if it is pe 0 ewborn infact 0 children, and	rformed in th	0 livery, and postpan he suite. Additiona 0 ates healthcare del 0 s; maintains close i	0 tum care to ma l activities ma 0 ivery relative t 0 iaison with the	67 aternity patients; an sy include preparing 68 to the examination, 4 e other professional	# of Beds ad has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets diagnosis, treatment, and prope # of Beds services; coordinates healthca	0.9 eration and m reparing path 0.9 er disposition 0.2 re delivery re	67 aintenance of ients for transp 68 of the newbor 4	portation to the	ose born pre	e and the pos naturely; and ent, and prope	@ PIN and delivery suite provides l st-anesthesia. @ PIN d provides for, or otherwise @ PIN er disposition of eligible pal	MC Iabor and delivery care b MC ensures, appropriate dia MC tients; prepares medical	ignostic evaluatioin records; and submi.	and care of all inpatient in the neon ts required repots.
Obstetrics Patient Days Obstetrics provides for specialize prenatal care during labor, assist Neonatology Patient Days The Newborn Nursery provides syage group; prepares medical recording provides syage group; prepares medical recording provides and provides specialized and the dical Acute Care Medical Care provides inpatient of the provides in provides in provides inpatient of the provides in provid	0 d care, tree tance durin 0 pecialized i prds; and si 0 eed inpatien care and co	0 atment, and g delivery, 0 inpatient cubmits requ 0 nt care, tree	0 d consultative post-natal a. 0 are, treatmen uired reports 0 atment, and c	0 e evaluation re, and min 0 at, and const 0 consultative at the medica	67 to eligible or gynecolog 68 ultative eval 4 evaluation of	0 inpatients; pgical surger 0 uation of ne 0 of infants, c	0 provides and ry, if it is pe 0 ewborn infact 0 children, and	rformed in the	0 livery, and postpan he suite. Additiona 0 ates healthcare del 0 s; maintains close a	0 tum care to ma l activities ma 0 ivery relative t 0 iaison with the	67 aternity patients; an sy include preparing 68 to the examination, 4 e other professional	# of Beds ad has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets diagnosis, treatment, and prope # of Beds services; coordinates healthca	0.9 eration and m ereparing path 0.9 er disposition 0.2 re delivery re eatement and	67 aintenance of ients for transp 68 of the newbor 4 clative the example of the proper dispose	n, including th nination, diagr	ose born prea nosis, treatme	naturely; and	@ PIN and delivery suite provides l st-anesthesia. @ PIN d provides for, or otherwise @ PIN er disposition of eligible pal	MC Iabor and delivery care b MC ensures, appropriate dia MC tients; prepares medical	ignostic evaluatioin records; and submi.	and care of all inpatient in the neon
Obstetrics Patient Days Obstetrics provides for specialize prenatal care during labor, assist Neonatology Patient Days The Newborn Nursery provides spage group; prepares medical record prediatric Patient Days Pediatric Care provides specializ Adult Medical Acute Care Medical Care function will vary according to the provides inpatient of medical care function will vary according to the provides and the provides inpatient of medical care function will vary according to the provides and the provides inpatient of medical care function will vary according to the provides and the provides inpatient of medical care function will vary according to the provides and the provides inpatient of medical care function will vary according to the provides and the provides are function will vary according to the provides and the provides are function will vary according to the provides and the provides are function will vary according to the provides are function will be provided to the provides are function will be provided to the provided to the provided to the	0 d care, tree tance durin 0 pecialized i prds; and si 0 eed inpatien care and co	0 atment, and g delivery, 0 inpatient cubmits requ 0 nt care, tree	0 d consultative post-natal a. 0 are, treatmen uired reports 0 atment, and c	0 e evaluation re, and min 0 at, and const 0 consultative at the medica	67 to eligible or gynecolog 68 ultative eval 4 evaluation of	0 inpatients; pgical surger 0 uation of ne 0 of infants, c	0 provides and ry, if it is pe 0 ewborn infact 0 children, and	rformed in the	0 livery, and postpan he suite. Additiona 0 ates healthcare del 0 s; maintains close a	0 tum care to ma l activities ma 0 ivery relative t 0 iaison with the	67 aternity patients; an sy include preparing 68 to the examination, 4 e other professional	# of Beds ad has responsibility for the ope sterile set-ups for deliveries; p # of Bassinets diagnosis, treatment, and prope # of Beds services; coordinates healthca the examination, diagnosis, tr and practices using all the available.	0.9 eration and m reparing path 0.9 er disposition 0.2 re delivery re eatement and ilable modern -0.1	67 aintenance of ients for transp 68 of the newbor 4 clative the example of the proper disponsition of the diagnostic policy.	n, including th nination, diagr	ose born prea nosis, treatme	naturely; and	@ PIN and delivery suite provides l st-anesthesia. @ PIN d provides for, or otherwise @ PIN er disposition of eligible pal the specialty or subspecialty	MC Abor and delivery care b MC ensures, appropriate dia MC tients; prepares medical y; prepares medical reco	ignostic evaluatioin records; and submi.	and care of all inpatient in the neon ts required repots.
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Page 39 The Innova Group © 2001 Regional Requirements and Referral Plan-Area.xls - Delivery Plan

Phoenix, Arizona

Area Referral Requirements & Delivery



Delivery Plan

Establishes Projected workload and key characteristics per product line, while recommending a delivery option

161,815

Establishes Projected workle	oad and k	ey charact	eristics per	product li	ine, while i	recommend	ding a deli	ivery option	n											Area Population 161,815
							Re	eferred Re	egion Workload	l									Delivery Options	
								~	•							Region				
				.se			=	ad;	<u>[4</u>		Utah					Region				
		er		2	SO	st	ter	Š												
	·Ř	ŗiv	en na	n ade	T.	a ≪e	eas	Ę.	la la		X X									
	oer	hiteriv	Northen Arizona	Color Syster		Northwo Nevada	Northea Nevada	Central	Southern		i f			Number				Area		
Discipline	Ph	∑	No Ar	ပိ နို	San	ž ž	žž	ರೆ	Sol		Ž Ž	Tota	Key Characteristics	Required	Direct	DC-VP	CHS	Referral	Other Options or Remarcks	
Rheumatology	0	0	0	0	0	0	0		() ()	0	# of Bed	0.0	-					
Unknown	0	0	0	52	0	0	0		0	<u> </u>		52	# of Beds							
													01 Dod.							
Medical Patient Day Total	0	65	0	0	50	0	0		0) () 0	206		-0.8	154	0	0	0		
Adult Surgical Acute Care																				
																			e specialty or subspecialty; prepares medical records;	and submits required reports. The organization of
the surgical care function varies	s according	g to patient i	load, staffing	g, and facilii	ties. When	subspecialty	services ar	e establishe	ed, they shall provi	de the relate	ed specialize	d techniques	and practices using all the a	vailable mode	ern diagnostic	procedures, s	studies, and the	erapies.		
Dentistry	0	0	0	0	33	0	0		() ()	33	# of Bed	0.3	33					
Dermatology	0	0	0	0	0	0	0) ()	0	# of Bed	0.0	0					
General Surgery	0	0	0	0	8	0	0) ()	8	# of Bed	0.1	- 8					
Gynecology	0	0	0	0	0	0	0) ()	0	# of Bed		0					
Neurosurgery		0	0	0	33	0	0		() ()	33	# of Bed				33			
Ophthalmology	0	0	0	0	0	0	0) ()	0	# of Bed	0.0	0					
Orthopedics		0	0	0	17	0	0		() ()	17	# of Bed		17					
Otolaryngology		0	0	0	0	0	0		C) ()	0	# of Bed		0					
Thoracic Surgery		0	0	0	7	0	0) ()	7	# of Bed				7			
Urology		0	0	0	12	0	0				·	12	# of Bed		12					
Vascular Surgery	0	0	0	0	33	0	0) ()	33	# of Bed	0.3			33			
Surgical Patient Day Total	0	0	0	0	144	0	0		() (0	144		1.4	70	0	74	0		
Intensive Care Unit	0	0	0	0	0	0	0		C) ()	0	# of Bed	0.0						
Intensive Care Units (ICUs) pro	ovides treat	tment for pa	tients who re	equire inten	sified, comp	prehensive o	bservation a	and care bed	cause of shock, tra	uma, or oth	er life-threat	ening conditi	ons. they are staffed with sp	ecially trained	personnel and	d contain mor	nitoring equipi	ment and other speci	ialized support equipment for treating .	
Psychiatry Patient Days	0	0	0	0	63	0	0		1	2 2	9	104	# of Bed	0.4	104					
		and consul	tative evalu	ation for elis		ents; coordii	nates health	icare deliver	ry relative to the ex	xamination,	diagnosis, tr	reatment, and			otic, neurotic,	or other ment	tal disorders; n	maintains protective	custody of patients with psychiatric disorders when re	quired to prevent injury to themselves or to others;
established therapeutic regimen	s; conduct	s individual	or group the	erapy sessio	ons; provide.	s short-term	treatment t	to patients p	sychologically or p	physically d	ependent up	on alcohol or	drugs; maintains custody o	sensitive or n	nedically privi	leged records	and correspo	ondence that evolve	during treatment of patients; prepares medical records	s; and submits required reports.
Substance Abuse Patient	0	0	0	0	100	0	0		(,	100			100					
																			uintains protective custody of patients when required to	prevent injury to themselves or to others;
establlished therapeutic regimen	ns; conduc	ts individua	l or group th	ierapy sessio	ons; mainta	ins custody o	of sensitive	or medically	y privileged record	ds and corre	spondence t	hat evolve du	ring treatment of patients; p	repares medic	al <u>records;</u> an	d submits req	uired reports.			
Sub Acute / Transitional	706	0	120	485	0	X	0		0) ()	1,310	# of Beds	4.5						
Care	706	(5	120	405	407	0	0		1	2 2	0	2.00	// CD 1	7.0	5.00	0	7.4	0		
Inpatient Care Totals	706	65	120	485	497	0	0		1.	2 2	9	2,004	# of Beds	7.8	568	0	74	0		
Ancillary Services																				
Acute Dialysis	0	0	0	0	0	0	0		C		3	13	Room		13					
Acute Dialysis provides purifica	tion of the	patient's blo	ood using th	e patient's o	own peritone	eal membran	ne, located i	in the abdon	nen, as the filter to	remove exc	ess water an	d toxins, whi	e the patient is hospitalized	Specialty trai	ined personnel	l teach all pati	tients one fami	ly members through	an intense training program how to perform these san	ne functions in the home settings.
Dia ana atia Insa aina																				
Diagnostic Imaging	1	1. 1 .	. , .		1		. 1 1 1					, .	1 1 . 1	10 1	1:	1. 1 . 1	<i>C</i> ,	1 1	1 1	
Diagnostic Radiology provides		raaioiogic s	services to in	ipatients and	а ошранет	is. Activities	s incluae, bu	ut are not tin	nitea to, processin	g, examının	g, ınterpretti	ig, storing, a			is; airecting a	raaioiogicai s	sajety progran	n; ana consuiting wi	un physicians ana patients.	
Radiographic Ultrasound		0	0	0	0	0	0) ()	0		0.0						
			0		0	0	0		0	<u> </u>		0	Room							
Mammography		0	0	0	0	0	0		(<u> </u>		0	Room		-					
Fluoroscopy	0	0	0	0	0	0	0			<u> </u>)	0	Room							
MRI		0	0	0	0	0	0		(0	Room		-					
IVIKI	0	U	U	U	U	U	U		C	, ()	0	Room	0.0						
Diagnostic Imaging Totals	0	0	0	0	0	0	0		C) ()	0	Radiologis	0.0						
Diagnostic imaging Totals																				

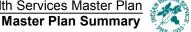
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Delivery Plan

Part	Establishes Projected workle	oad and ke	ey characte	eristics per	r product lin	ne, while i	recommend	ding a deliv	ery option												Area Population 161,81
Part								Ref	erred Region W	orkload										Delivery Options	•
Procession											_	_					Region				
Part	Discipline	Phoenix	Whiteriver	Northen Arizona	Colorado River System	San Carlos	Northwest Nevada	Northeastern Nevada	Central Nevads Southern Nevada	st	Northeast Utah	Northwest Utak	Total			ect	Ŭ	CHS		Other Options or Rem	arcks
Part	Nuclear Medicine	0	0	0	0	320	0	0		54	0		373	Rooms 0.2	37	3				@ PIMC	
Continuing name in particular policy in particular		-	-	-					uclear medicine tre		-	of injectable					ulations. Fun	ctions and a	activities of the work		rforming clinical investigative studies, providing whole blood
Canadia place Canadia plac																			,	•	
Reduction	Rad. Oncology	0	0	0	X	0	0	0		0	0		0	Rooms 0.0							
Part Cartific contribution Con	Chemotherapy	0	0	0	0	7	0	0		0	0		7	Rooms 0.0	7						
Reprint Networks with service	Rehabilitation Services																				
Reduct Total V	Rehabilitation Services develop	s, coordinat	tes, and use	s special kn	nowledge and	l skills in pl	lanning, orgo	anizing, and i	managing programs	s for the care	of inpatier	nts and outpat	ients whose	e ability to function is impaired or t	reatened by d	lisease (or injury and i	ncorporate	s activities such as:	direct patient care, evaluation, testing, c	onsultation, counseling, teaching, administration, research, and
Respirately Theory is a finite of the contribution of the contribu														•	·						
Respirately Theory is a finite of the contribution of the contribu	Rehab Total	0	0	0	19,441	0	0	0		0	0		0	Therapy FTE 0.0							
Reprisesy Parengy promises administer surgers, learning prises of existing prises of existing prises of prohibitions of basely in classing surgers and existing prisesy professional strategy Cases Surgers surgers and existing prisesy professional strategy Cases Surgers and Prohibition Surgery Cases Surgers Sur	Respiratory Therapy	0	0	0	0	0	0	0		0	0		0								
Provincing Configuration	Respiratory Therapy provides a	dministers o	oxygen, hun	nidification,	, aerosol, and	d certain po	otent drugs t	hrough inhal	ation or positive pre	essure and pr	ovides oth	er forms of re	habilitative		ring, and eva	luating	patient perfor	mance and	reactions to therapy	y and performing blood gas analysis. The	e service also tests and evaluates the patient's ability to exchange
Cardiovascular 0 0 0 0 66 11 0 0 0 0 77 Outpatien ORs 01 78 Outpatien ORs 02 78 Outpatien ORs 02 78 Outpatien ORs 02 78 Outpatien ORs 03 78 Outpatien ORs 04 78 Outpatien ORs 04 78 Outpatien ORs 04 78 Outpatien ORs 05 78 Outpatien ORs 06 78 Outpatien ORs 06 78 Outpatien ORs 06 78 Outpatien ORs 07 Outpatien ORs 07 Outpatien ORs 08 78 Outpatien OR								_							_	_					
Digistive 0	Outpatient Surgery Cases																				
Enducation Color	Cardiovascular	0	0	0	66	11	0	0		0	0		77	Outpatient ORs 0.1				77			
ENT 0 0 0 23 0 0 0 0 1 0 0 0 23 0 0 0 0 0 1 0 0 0 23 Outpatien ORs 0 0 23 Outpatien ORs 0 0 1	Digestive	0	0	0	0	0	0	0		0	0		0	Outpatient ORs 0.0	0						
ENT 0	Endocrine	0	0	0	34	0	0	0		0	0		34	Outpatient ORs 0.0	34	1					
Cynecology	ENT	0	0	0	23	0	0	0		0	0			Outpatient ORs 0.0							
Integument 0	Gynecology	0	0	0	1	0	0	0		0	0										
Integument 0 0 0 0 42 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Hemic and Lymphatic	0	0	0	26	0	0	0		0	0		26	Outpatient ORs 0.0	26	5					
Musculoskeleal 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Integument	0	0	0	42	0	0	0		0	0			1							
Nervous 0	Musculoskeletal	0	0	0	0	0	0	0		0	0		0	1							
Coular O	Nervous	0	0	0	23	31	0	0		0	0			<u> </u>				54			
Respiratory 0	Ocular	0	0	0	4	0	0	0		0	0		4		4						
Urogenital 0 0 0 25 0 0 0 0 25 0 0 0 0 25 Outpatient ORs 0.0 Endoscopy 0 0 0 236 0 0 0 0 0 236 Outpatient ORs 0.1 OF Surgical Case Total 0 0 0 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	Respiratory	0	0	0	17	0	0	0		0	0		17			7					
Endoscopy 0 0 0 236 0 0 0 0 236 0 0 0 0 236 Outpatient ORs 0.1 OP Surgical Case Total 0 0 0 6 0 0 0 0 0 Outpatient ORs 0.3 Inpatient Surgery Cases 0 0 0 243 0 0 0 0 0 243 Inpatient ORs 0.2 Surgical Case Total 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		0	0					0		0	0										
OP Surgical Case Total 0 0 0 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			0	0			0	0		0	0			1							
Inpatient Surgery Cases 0	1.5									0				•							
Surgical Case Total 0 0 0 0 0 0 0 0 0			0	0	243		0	0		0	0		243			3					
Preventative Care	Surgical Case Total	0	0	0		0	0	0		0	0										
Disease Prevention	Preventative Care																				
Epidemiology 0 0 0 0 X 0 0 0 0 X 0 0 0 X 0 0 X X 0 0 X X 0 0 X X 0 0 X X X 0 0 X																					
Additional Services Hostel Services 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 X Should Support Colorado River, San Carlos Inpatient's Family Members		0	Λ	Λ	Λ	v	Λ	Λ		n	Λ		Λ	#afere on		•					
		0	0	0	0	Λ		0		0	0		0	# 01 F1E 0.0							
	Hostel Services	0	0	0	0	0	0	0		0	0		0	# of FTE 0.0	X					Should Support Colorad	o River, San Carlos Inpatient's Family Members
		•	V				•	U	nnronriate agencies		U	ith hasic heal	V				and health fa	iirs		Should Support Colorad	, -an entre inparent of aiming frienders

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Master Plan Priorities

Overview

Resources for capital and operational expenditures are consistently limited, clear priorities are necessary for the development of a reasonable, supportable and attainable master plan. Clear priorities are arrived at through the consistent application of mutually agreed upon criteria reflecting the concerns and support of all interested parties whom the master plan will impact. For the Phoenix Area, these priorities were therefore necessarily based on tribally led/developed objective criteria. The definition, refinement and agreement on such criteria occurred throughout the course of ongoing Phoenix Area Health Services Master Plan meetings. The conversations highlighted below are those discussions primarily devoted to priority/criteria development.

First Meeting - July 2001

In order to gain consensus on what is important, and to pursue that goal united, master plan task force members were asked to work together in defining how priorities should be established. They were asked to develop such priorities with an "area wide leadership hat" on, so the needs/concerns of all would be represented. In order to understand the concerns of the group and to understand what the group thought was important, the group was asked to respond to the following question:

What characteristics of a service area should dictate their level of priority relative to future capital expenditures?

The following four groupings summarize the task force's initial response of what characterizes a priority service area within the Area.

Access Access within 30 minutes.	Patient Low Health Status.	<u>Geography</u> Remote.	Patient Payor Profile Level of Need Funding.
Access to 24 hours 7 days a week care.	Prevalence of Disease.	Urban Indian Impact Study.	Projected CHS Need.
Access to Primary Care.	Negative Lifestyles.	On Reservation.	Medicaid.
Scheduled Appointment Availability.	Projected Public Health Services.	Urban Area.	Medicare.
No Alternative Care.	Urban Indian Health.	Distance to Tertiary Care.	Percent of Uninsured.
	Chronic Diseases.	Specialty Care within 250 miles.	
	Increasing Population. Age.		
	Mobile Young		
	Population. Projected Direct Care		
	Needs. Tribal Health Level.		

After further thought and discussions within the context of Service Area site visits and prior to the second meeting in November 2001, the initial responses were further refined to allow grouping by criteria in bold, with possible measurable criteria factors in the form of bullets beneath each heading:

Health

- o Disease Prevalence
- Negative Lifestyles
- o Low Health Status
- o Chronic Diseases

Access

- Distance to tertiary care
- Access to Specialty Care
- o Primary Care access within 30 minutes
- o Access to ER

Resources

- Space Capacity
- o Age of Pop
- Pop Growth
- Scheduling Availability
- Primary Care Capacity

Payor Profile

- Level of Need Funding
- % Of Uninsured
- o % Of Non-CHS eligible
- o Reservation-based

Second Meeting (November 7-8, 2001)

During the November meeting, the task force members broke into two groups in order to finalize the Criteria's measurable factors. The Criteria and its measurable factors are used to complete a criteria-ranking equation for each Service Area. The ranking equation will allow the task force to identify a priority Service Area within the Phoenix Area. While all Service Areas have needs, this priority exercise will identify what community according to the task force's criteria should be addressed first. The use of the equation will remove the politicizing of priorities from the process. Based on the earlier conversations, the four criteria are Access, Health, Resource and Patient Profile. The ranking equation is:

$$(A*Aw) + (H*Hw) + (R*Rw) + (P*Pw) = Rank$$

Where; A = Access Score

H = Health Score R = Resource Score P = Patient Profile Score

w = Weighted Priority (assigned to each criteria as follows)

A criteria's score will be dependent upon the measurable factors determined by the group. While the criteria's weighting is determined by the groups overall perception as to the importance of that criteria to priority. That importance is determined by assigning a percentage (out of 100%) to each of the criteria's.

The criteria's score works in a similar way. For example, if four factors affect "Access", individual task force team members would be able to assign a percentage importance to each factor. These individual understandings are then averaged to create a weighting of each measurable factor affecting the Criteria's score. Task force members' assignment of importance to the four factors may differ greatly. However, the input of all task force members through such a vehicle facilitates a fair way to score each criterion's importance, ensuring every task force member has equal and discreet input.

Criteria factors are specific measurable indicators, which will allow each PSA to be evaluated/scored for each criterion. In order to narrow the effort at the second meeting each group developing the Criteria's measurable factors were given the following rules:

- There would be three measurable factors for each criteria
- The factors would allow each Criteria to be isolated "all else being equal", that Service Area's "Health" is a priority because
- It would be measurable by objective means, by passing through the following tests:
 - Is it attainable? (Pass = yes)
 - o Is it a reliable comparison? Can you trust its result? (Pass = yes)



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o Can it be gamed? (Pass = no)

Fourth Meeting (January 24 and 25th)

The factor rules, as developed above, resulted in the following factors and scoring mechanism for each Criterion. The goal of the priority discussions at the fourth meeting was to review these factors and have the group weight both the factors and the criteria.

Health

Criteria Factor	Scoring Criteria
	1 – Lowest 3 rd
Behavioral Health Rate	2 – Middle 3 rd
	3 – Highest 3 rd of the (SMI rate + Drug and Alcohol Arrest rate + Suicide Rate)
	1 – Lowest 3 rd
Disease Prevalence	2 – Middle 3 rd
	3 – Highest 3 rd of Disease Prevalence. Disease Prevalence = Incidences of Diabetes, Cardiovascular, Respiratory, Cancer, Arthritis + Injury divided by User Population.
	1 – Highest 3 rd
Mortality – Age Adjusted Rate	2 – Middle 3 rd
	3 – Lowest 3 rd of the Age Adjusted Mortality Rate

Access

Criteria Factor	Scoring Criteria
	1 – IHS ER < 60 minutes
ER Access	2 – Non-Direct Care ER < 60 minutes
	3 – No ER or No EMS < 60 minutes
	1 – IHS L & D Service < 60 minutes
L & D Access	2 – No Direct Care L & D < 60 minutes
	3 – No L & D Service < 60 minutes
	1 – Top third of Provider Utilization Rate
Availability of Primary Care Services	2 – Mid third of Provider Utilization Rate
	3 – Low 3 rd of Provider Utilization Rate



Resources

Criteria Factor	Scoring Criteria
	1 –Highest 3 rd
% Of Required Space	2 – Middle 3 rd
	3 – Lowest 3 rd of required space – Total IHS and 638 supported functions Square Meters divided by required square meters calculation.
	1 – Lowest 3 rd
Facility Condition	2 – Middle 3 rd
	3 – Highest 3 rd of Facility Weighted Age – (Sum of Facility(s) size x Age(s)) divided by total facility(s) size.
	1 – Highest 3 rd
Capacity	2 – Middle 3 rd
	3 – Lowest 3 rd of Primary Care Capacity % - (Actual # of PC Exam Rooms / Required # of PC Exam Rooms) + (Actual PC Square Meters / Required PC Square Meters) / 2.

Payor Profile

Criteria Factor	Scoring Criteria
	1 – Lowest 3 rd
CHS Dependency	2 – Middle 3 rd
	3 – Highest 3 rd of CHS Dependency – CHS \$/User Population.
	1 – Lowest 3 rd
Non-Billable Provider Visits	2 – Middle 3 rd
Visits	3 – Highest 3 rd of Non-Billable Provider Visit Rate – Non-Billable insured visits + non-insured visits divided by the user population.
	1 – Lowest 3 rd
Non-CHS Eligible Provider Visits	2 – Middle 3 rd
¥1010	3 – Highest 3 rd of Non-CHS Provider Visit Rate – Non-CHS Provider Visits divided by the user population.

This resulted in task force members being able to assign weighting by ballot according to the following expanded formula.

The Primary Service Area's Priority Score equals the following:

Health Criteria - the weighted percentage importance of the following Health criteria factors: Behavioral Health Rate ------(% out of 100%)
Chronic Disease Prevalence ------(% out of 100%)
Mortality-Age Adjusted Rate -----(% out of 100%) Plus (+)

Access Criteria - the weighted percentage importance of the following Access criteria factors:

ER Access -----(% out of 100%) L & D Access ------(% out of 100%) Availability of PC Services ------(% out of 100%)

Plus (+)



Page 48 April 22, 2002 Phoenix, Arizona

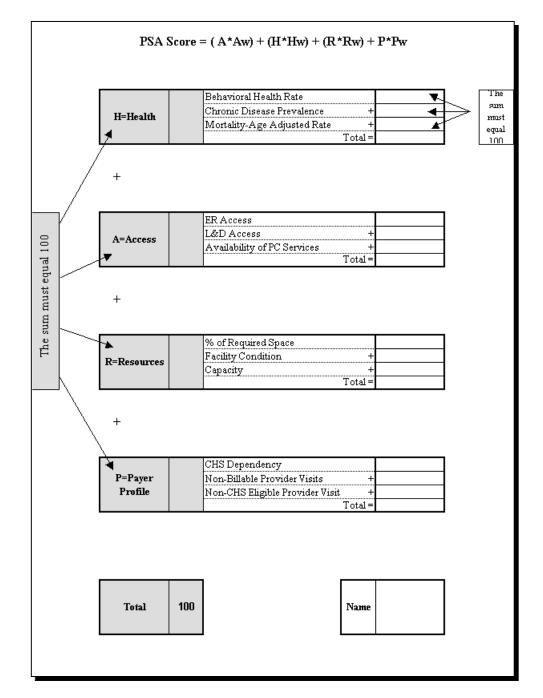


Resources Criteria - the weighted percentage importance of the following Resources criteria factors:
Percentage of Required Space(% our of 100%)
Facility Condition(% out of 100%)
Capacity(% out of 100%)
Plus (+)
Payor Profile Criteria - the weighted percentage importance of the following Payor Profile criteria factors:
CHS Dependency(% our of 100%)
Non-Billable Provider Visits(% out of 100%)
Non-CHS Eligible Provider Visits(% out of 100%)

The following page shows this expanded formula as a ballot, which the team members used to weight criteria and assign priority.

Phoenix, Arizona

Master Plan Summary



The priorities for the Phoenix Area are ranked as follows:

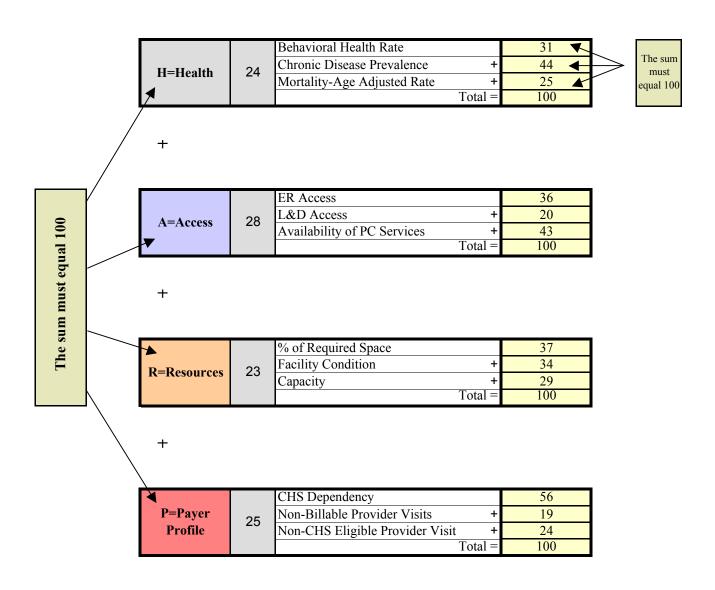
<u>Criteria</u>	<u>Rank</u>	<u>Score</u>	Possible Score
Access	1	28	100
Payor Profile	2	25	100
Health	3	24	100
Resources	4	23	100

The final ballot results indicating the weighting of both criteria and each criterion's factors and the supporting source ballot page follow:

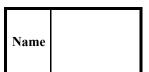


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PSA Score = (A*Aw) + (H*Hw) + (R*Rw) + P*Pw



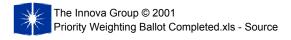
Total	100
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Priority Weighting Ballot Source

															Pa	articipa	ant															
Criteria	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	Avera
lealth	20	20	50	10	25	25	40	35	40	30	25	10	50	30	25	25	40	30	25	20	25	10	20	15	15	10	15	10	15	15	15	24
Behavioral Health Rate	30	25	40	50	30	30	33.33	50	33.3	10	33.33	20	20	50	30	20	30	30	30	20	25	15	40	50	50	20	10	30	20	50	25	31
Chronic Disease Prevalence	50	50	50	25	40	50	33.33	25	33.3	60	33.33	20	50	40	50	70	40	40	50	50	50	40	40	40	40	50	60	40	60	40	50	44
Mortality-Age Adjusted Rate	20	25	10	25	30	20	33.33	25	33.3	30	33.33	60	30	10	20	10	30	30	20	30	25	45	20	10	10	30	30	30	20	10	25	25
Fotal	100	100	100	100	100	100	99.99	100	99.9	100	99.99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Access	20	20	10	45	25	25	30	35	30	30	25	20	30	40	25	25	20	30	25	20	50	40	20	30	30	10	45	30	30	30	30	28
ER Access	33.33	33.33	15	25	20	30	50	50	50	33	33.33	40	20	40	20	40	40	34	30	90	75	30	33.33	20	20	90	25	40	20	20	30	36
L&D Access	33.33	33.33	15	5	10	20	25	25	25	33	33.33	20	20	20	20	20	30	33	30	10	15	20	33.33	10	10	10	5	20	10	10	30	20
Availability of PC Services	33.33	33.33	70	70	70	50	25	25	25	34	33.33	40	60	40	60	40	30	33	40	0	10	50	33.33	70	70	0	70	40	70	70	40	43
Fotal	99.99	99.99	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100
Resources	10	10	30	35	25	25	5	5	5	10	25	35	10	10	25	35	20	20	25	10	15	20	15	40	40	40	35	15	40	40	40	23
% of Required Space	33.33	50	20	60	25	34	50	50	50	15	33.33	40	20	35	30	50	60	30	30	50	25	15	40	50	50	50	20	40	25	50	20	37
Facility Condition	33.33	25	20	20	50	33	40	25	40	70	33.33	30	20	35	50	25	20	30	50	40	50	15	40	25	25	40	10	20	50	25	60	34
Capacity	33.33	25	60	20	25	33	10	25	10	15	33.33	30	60	30	20	25	20	40	20	10	25	70	20	25	25	10	70	40	25	25	20	29
Fotal	99.99	100	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
Payor Profile	50	50	10	10	25	25	25	25	25	30	25	35	10	20	25	15	20	20	25	50	10	30	45	15	15	40	5	45	15	15	15	25
CHS Dependency	50	50	45	50	60	50	75	75	75	80	33.33	80	60	30	20	40	70	40	20	100	80	60	80	40	40	100	33	90	40	40	40	56
Non-Billable Provider Visits	25	25	20	25	20	25	12.5	12.5	12.5	10	33.33	10	20	30	40	10	15	30	30	0	10	10	10	20	20	0	33	5	20	20	50	19
Non-CHS Eligible Provider Visits	25	25	35	25	20	25	12.5	12.5	12.5	10	33.33	10	20	40	40	50	15	30	50	0	10	30	10	40	40	0	33	5	40	40	10	24
-otal	100	100	100	100	100	100	100	100	100	100	99.99	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	99	100	100	100	100	100



Grand Total

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Phoenix, Arizona

Master Plan Summary

On the opposite page, the end result priorities are as indicated. The following pages indicate each PSAs score and data relative to each Criteria and Factor.

The final ranking formula is as follows:

Rank = $((Aw)(((AF_1*AF_1w)+(AF_2*AF_2w)+(AF_3*AF_3w))/3)) + ((Hw)(((HF_1*HF_1w)+(HF_2*HF_2w)+(HF_3*HF_3w))/3)) + ((Rw)(((RF_1*AF_1w)+(RF_2*RF_2w)+(RF_3*RF_3w))/3)) + ((Pw)(((PF_1*PF_1w)+(PF_2*PF_2w)+(PF_3*PF_3w))/3))/4$

Where: A = Access

R = Resource H = Health

P = Patient Profile

w = Weighted Priority (assigned to each criteria as follows)

 F_1 = Criteria Factor 1, etc.

The formula with the weighting factors as determined is as follows:

```
Rank = ((.28)(((AF_1*.36)+(AF_2*.20)+(AF_3*.43))/3)) + ((.24)(((HF_1*.31)+(HF_2*.44)+(HF_3*.25))/3)) + ((.23)(((RF_1*.37)+(RF_2*.34)+(RF_3*.29))/3)) + ((.25)(((PF_1*.56)+(PF_2*.19)+(PF_3*.24))/3))/4
```

Two developments to the criteria factors were necessary to complete the rankings.

- The Alcohol and Drug Arrest Rate by community, tribe or Primary Service Area was not readily available. In its place, diagnosis codes reflecting drug and alcohol issues were processed by Service Unit from existing 1999 and 2000 health care data was processed to determine the prevalence of these diagnosis within a service unit. During this time period the total number of unique users with one of these diagnosis was counted and compared to the accepted 1998 Service Population for each Service Unit.
- The intention had been to understand what percentage of provider visits were not billable either due to no third party payor or an insurance (schools) which has an agreement not to pay IHS. While patients without 3rd Party payors is identifiable within the data set, specific insurances is not available within the data set. Thus the percentage indicated for the priority system reflects only those visits with no 3rd party payor available.

In accordance with our Ranking system, the Service Areas with the highest priority relative to;

- Access is Goshute
- Health is shared between San Carlos, West End, Bylas, and Ak-Chin
- Resources is San Carlos
- Patient Payor Profile is shared between Las Vegas, PITU, and Skull Valley
- And overall is PITU

Priority System



Summary Scorecard

		Fac				
Factor Weighting	28%	24%	23%	25%		
Service Area	Access Criteria	Health Criteria	Resource Criteria	Payor Criteria	Composite Score	Summary Rank
Phoenix	47	65	88	80	17	11
Hu-Hu-Kam	33	90	54	55	14	25
Whiteriver	47	77	76	47	15	19
Keams Canyon	75	42	65	39	14	26
San Carlos	40	100	100	52	18	9
West End	62	100	90	39	18	5
Salt River	47	75	76	39	15	23
Ft. Duchesne	66	75	88	91	20	3
Parker	40	92	68	93	18	6
Ft. Yuma	40	90	88	74	18	8
Reno/Sparks	66	33	69	68	15	22
Washoe	66	33	68	93	16	16
Bylas	40	100	46	52	15	24
Elko	66	81	57	72	17	10
Duck Valley	46	81	66	72	16	14
Peach Springs	52	92	43	78	16	13
Fallon	66	33	33	86	14	27
Cibecue	33	77	45	33	12	36
Pyramid Lake	78	33	45	85	15	18
Ft. Mohave	80	92	0	60	15	21
Walker River	66	33	56	60	14	29
Las Vegas	80	33	0	99	14	28
Ft. McDowell	33	75	33	33	11	38
Yerington	66	33	46	60	13	32
Middle Verde	80	75	68	62	18	7
PITU	80	75	89	99	21	1
San Lucy	66	75	89	47	17	12
Ak-Chin	33	100	0	33	10	40
McDermitt	52	33	0	77	10	39
Supai	70	83	0	83	15	20
Prescott	80	67	0	62	13	30
Ely	66	81	54	91	18	4
Moapa	80	33	0	85	13	33
Chemehuevi	40	83	0	72	12	35
Winnemucca	80	33	0	80	13	34
Duckwater	80	92	79	77	20	2
Payson	80	67	0	62	13	30
Goshute	99	92	0	58	16	17
Kaibab	66	42	0	33	9	41
Tonopah	80	33	0	60	11	37
Skull Valley	80	75	0	99	16	15
<u> </u>			·	-		



Access Criteria Scorecard

Provider Utilization Provider Utilization Pur Score Rate (P.U.R.) Pur Score Rate (P.U.R.) Pur Score Recess Rate (P.U.R.) Pur Score Recess Rate (P.U.R.) Pur Score Recess Recess Rate (P.U.R.) Pur Score Recess R						
Service Area ER Access Rate (P.U.R.) PUR Score Access Score Phoenix 1 1 1 2.84 2 47 Hu-Hu-Kam 1 1 4.35 1 33 Whiteriver 1 3 1.75 3 75 San Carlos 1 2 5.37 1 40 West End 1 1 2.43 3 62 Sall River 1 1 4.07 2 47 Ft. Duchesne 2 2 2.70 2 66 Parker 1 1 2 4.44 1 40 Ft. Yuma 1 2 4.44 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40 1 40	Factor Weighting	36	20	Duovidou Hilizotion	43	
Phoenix	Service Area	ER Access			PUR Score	
Hu-Hu-Kam			Access			
Whiteriver 1 1 4.24 2 47 Keams Canyon 1 3 1.75 3 75 San Carlos 1 2 5.37 1 40 West End 1 1 2.43 3 62 Salt River 1 1 4.07 2 47 Ft. Duchesne 2 2 2.70 2 66 Parker 1 2 6.69 1 40 Ft. Yuma 1 2 4.44 1 40 Reno/Sparks 2 2 3.18 2 66 Washoe 2 2 3.11 2 66 Bylas 1 2 4.92 1 40 Elko 2 2 2 2.92 2 66 Bylas 1 2 4.92 1 40 Elko 2 2 2.92 2 66						
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Eliko 2 2 2.92 2 66 Duck Valley 1 3 4.88 1 46 Peach Springs 2 2 6.00 1 52 Fallon 2 2 3.09 2 66 Cibecue 1 1 6.00 1 33 Pyramid Lake 3 2 3.66 2 78 Ft. Mohave 2 2 1.30 3 80 Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 80 Yerington 2 2 1.44 3 80 Pitt 2 2 2 1.44 3 80 80 <td></td> <td>2</td> <td></td> <td>=</td> <td>2</td> <td>66</td>		2		=	2	66
Duck Valley 1 3 4.88 1 46 Peach Springs 2 2 6.00 1 52 Fallon 2 2 3.09 2 66 Cibecue 1 1 6.00 1 33 Pyramid Lake 3 2 3.66 2 78 Ft. Mohave 2 2 1.30 3 80 Ft. Mohave 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 1.09 3 80 66 Els 1 33 Yerington 2 2 1.09 3 80 66 Els 1 33 3 76 2 66 66 Middle Verde 2 2 1.44 3 80 80 Bell TU 2 2 2.70 </td <td>•</td> <td></td> <td>-</td> <td></td> <td></td> <td>40</td>	•		-			40
Peach Springs 2 2 6.00 1 52 Fallon 2 2 3.09 2 66 Cibecue 1 1 6.00 1 33 Pyramid Lake 3 2 3.66 2 78 Ft. Mohave 2 2 1.30 3 80 Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70		2			2	66
Fallon 2 2 3.09 2 66 Cibecue 1 1 6.00 1 33 Pyramid Lake 3 2 3.66 2 78 Ft. Mohave 2 2 1.30 3 80 Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 1.44 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 <	Duck Valley	1	3	4.88	1	46
Cibecue 1 1 6.00 1 33 Pyramid Lake 3 2 3.66 2 78 Ft. Mohave 2 2 1.30 3 80 Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 1.44 3 80 PITU 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 2.18 3 80		2	2	=	1	52
Pyramid Lake 3 2 3.66 2 78 Ft. Mohave 2 2 1.30 3 80 Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 7 Prescott 2 2 1.85 3 80 80 Ely 2 2 2.02 3 <td< td=""><td>Fallon</td><td>2</td><td>2</td><td>3.09</td><td>2</td><td>66</td></td<>	Fallon	2	2	3.09	2	66
Ft. Mohave 2 2 1.30 3 80 Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa </td <td>Cibecue</td> <td> 1</td> <td>1</td> <td>6.00</td> <td>1</td> <td>33</td>	Cibecue	1	1	6.00	1	33
Walker River 2 2 4.22 2 66 Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2	Pyramid Lake	3	2	3.66	2	78
Las Vegas 2 2 1.09 3 80 Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 2 3.22 2 66 Moapa 2 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.79 3 80 R	Ft. Mohave	2	2	1.30	3	80
Ft. McDowell 1 1 4.65 1 33 Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.79 3 80 Goshute <td>Walker River</td> <td>2</td> <td>2</td> <td>4.22</td> <td>2</td> <td>66</td>	Walker River	2	2	4.22	2	66
Yerington 2 2 3.67 2 66 Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab	Las Vegas	2	2	1.09	3	80
Middle Verde 2 2 1.44 3 80 PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.79 3 80 Fayson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 <	Ft. McDowell	1	1	4.65	1	33
PITU 2 2 0.14 3 80 San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.79 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah	Yerington	2	2	3.67	2	66
San Lucy 2 2 2.70 2 66 Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 2 3.22 2 66 Moapa 2 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Middle Verde	2	2	1.44	3	80
Ak-Chin 1 1 6.02 1 33 McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 2 3.22 2 66 Moapa 2 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	PITU	2	2	0.14	3	80
McDermitt 2 2 5.15 1 52 Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 2 2 2 66 Moapa 2 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	San Lucy	2	2	2.70	2	66
Supai 3 3 7.16 1 70 Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Ak-Chin	1	1	6.02	1	33
Prescott 2 2 1.85 3 80 Ely 2 2 3.22 2 66 Moapa 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	McDermitt	2	2	5.15	1	52
Ely 2 2 3.22 2 66 Moapa 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Supai	3	3	7.16	1	70
Moapa 2 2 2 2.02 3 80 Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Prescott	2	2	1.85	3	80
Chemehuevi 1 2 6.30 1 40 Winnemucca 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Ely	2	2	3.22	2	66
Winnemucca 2 2 2 2.68 3 80 Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Моара	2	2	2.02	3	80
Duckwater 2 2 1.22 3 80 Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Chemehuevi	1	2	6.30	1	40
Payson 2 2 1.79 3 80 Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Winnemucca	2	2	2.68	3	80
Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80	Duckwater	2	2	1.22	3	80
Goshute 3 3 2.21 3 99 Kaibab 2 2 2.75 2 66 Tonopah 2 2 1.10 3 80		2	2	1.79	3	80
Tonopah 2 2 1.10 3 80		3		2.21	3	99
Tonopah 2 2 1.10 3 80	Kaibab	2	2	2.75	2	66
Skull Valley 2 2 1.58 3 80			2	1.10	3	80
	Skull Valley	2	2	1.58	3	80

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Health Criteria Scorecard

		Behavioral Health		Disease Preva	Mortality						
Factor Weigh	ing	31		44	25						
Service Area	1997 User Pop	SMI Score	D&A Score	Suicide Score	Behavioral Health Composite Score	Total Score	Chronic Disease Incidence Composite Score	Score	Mortality - Age Adjusted Rate	Score	Health Score
Phoenix	41,173	3	6	1	10.0	1	4	2	716.5	3	65
Hu-Hu-Kam	14,263	5	7	4	16.0	2	7	3	962.8	3	90
Whiteriver	13,384	2	8	10	20.0	3	5	2	663.6	2	77
Keams Canyon	9,716	1	3	5	9.0	1	1	1	606.8	2	42
San Carlos	9,008	8	10	9	27.0	3	8	3	730.6	3	100
West End	4,820	5	7	9	21.0	3	7	3	962.8	3	100
Salt River	4,760	3	6	1	10.0	2	4	2	716.5	3	75
Ft. Duchesne	4,738	6	1	7	14.0	2	3	2	815.4	3	75
Parker	3,735	9	9	8	26.0	3	8	3	567.9	2	92
Ft. Yuma	3,676	10	4	2	16.0	2	10	3	1,002.5	3	90
Reno/Sparks	3,314	4	2	3	9.0	1	1	1	516.6	1	33
Washoe	2,554	4	2	3	9.0	1	1	1	516.6	1	33
Bylas	2,161	8	10	9	27.0	3	8	3	730.6	3	100
Elko	2,064	7	5	6	18.0	2	6	3	703.9	2	81
Duck Valley	2,029	7	5	6	18.0	2	6	3	703.9	2	81
Peach Springs	1,918	9	9	8	26.0	3	8	3	567.9	2	92
Fallon	1,701	4	2	3	9.0	1	1	1	516.6	1	33
Cibecue	1,699	2	8	10	20.0	3	5	2	663.6	2	77
Pyramid Lake	1,562	4	2	3	9.0	1	1	1	516.6	1	33
Ft. Mohave	1,147	9	9	8	26.0	3	8	3	567.9	2	92
Walker River	1,047	4	2	3	9.0	1	1	1	516.6	1	33
Las Vegas	931	4	2	3	9.0	1	1	1	516.6	1	33
Ft. McDowell	722	3	6	1	10.0	2	4	2	716.5	3	75
Yerington	702	4	2	3	9.0	1	1	1	516.6	1	33
Middle Verde	640	3	6	1	10.0	2	4	2	716.5	3	75
PITU	625	6	1	7	14.0	2	3	2	815.4	3	75
San Lucy	620	3	6	1	10.0	2	4	2	716.5	3	75
Ak-Chin	608	8	7	4	19.0	3	7	3	962.8	3	100
McDermitt	603	4	2	3	9.0	1	1	1	516.6	1	33
Supai	495	9	9	8	26.0	3	8	3	567.9	1	83
Prescott	433	3	6	1	10.0	2	4	2	716.5	2	67
Ely	326	7	5	6	18.0	2	6	3	703.9	2	81
Моара	282	4	2	3	9.0	1	1	1	516.6	1	33
Chemehuevi	215	9	9	8	26.0	3	8	3	567.9	1	83
Winnemucca	203	4	2	3	9.0	1	1	1	516.6	1	33
Duckwater	140	7	5	6	18.0	3	6	3	703.9	2	92
Payson	131	3	6	1	10.0	2	4	2	716.5	2	67
Goshute	121	7	5	6	18.0	3	6	3	703.9	2	92
Kaibab	102	1	3	5	9.0	1	1	1	606.8	2	42
Tonopah	49	4	2	3	9.0	1	1	1	516.6	1	33
Skull Valley	33	6	1	7	14.0	2	3	2	815.4	3	75



Health Criteria Supporting Detail

Chronic Disease Detail

Service Unit	1998 Service Pop	Diabetes Rank	Cardiovascular Incidence	Cardiovascular Rate	Rank 1-10 Cardiovascular	Respiratory Incidence	Respiratory Rate	Rank 1-10 Respiratory	Cancer Incidence	Cancer Rate	Rank 1-10 Cancer	Arthritus Incidence	Arthritus Rate	Rank 1-10 Arthritus	Injury Rank
Uintah & Ouray	7,088	2	83	0.0117	1	415	0.0585	2	12	0.0017	2	214	0.0302	4	9
Keams Canyon	7,425	6	185	0.0249	4	459	0.0618	3	14	0.0019	4	169	0.0228	1	1
Elko/Owyhee	3,986	5	140	0.0351	7	265	0.0665	4	7	0.0018	3	281	0.0705	10	8
Parker	7,100	8	267	0.0376	9	953	0.1342	9	27	0.0038	9	433	0.0610	9	2
Phoenix	48,880	3	823	0.0168	2	5,930	0.1213	7	125	0.0026	6	1,179	0.0241	2	7
Sacaton	18,157	10	590	0.0325	5	1,689	0.0930	5	56	0.0031	8	703	0.0387	7	4
San Carlos	10,368	7	384	0.0370	8	1,289	0.1243	8	59	0.0057	10	510	0.0492	8	5
Schurz	21,722	1	454	0.0209	3	762	0.0351	1	29	0.0013	1	602	0.0277	3	10
Whiteriver	13,357	4	462	0.0346	6	1,388	0.1039	6	27	0.0020	5	439	0.0329	5	3
Yuma	4,185	9	186	0.0444	10	626	0.1496	10	11	0.0026	7	159	0.0380	6	6

Behavioral Health Detail

Service Unit	1998 Service Pop	SMI Incidence	SMI Rate	Rank 1-10 SMI	Drug & Alcohol Incidence	Drug & Alcohol Rate	Rank 1-10 Drug & Alcohol	Suicide Incidence	Suicide Rate	Rank 1-10 Suicide
Uintah & Ouray	7,088	270	0.0381	6	215	0.0303	1	222	0.0313	7
Keams Canyon	7,425	144	0.0194	1	274	0.0369	3	143	0.0193	5
Elko/Owyhee	3,986	166	0.0416	7	189	0.0474	5	88	0.0221	6
Parker	7,100	351	0.0494	9	619	0.0872	9	225	0.0317	8
Phoenix	48,880	1,467	0.0300	3	2442	0.0500	6	174	0.0036	1
Sacaton	18,157	667	0.0367	5	1485	0.0818	7	295	0.0162	4
San Carlos	10,368	454	0.0438	8	1167	0.1126	10	345	0.0333	9
Schurz	21,722	706	0.0325	4	682	0.0314	2	186	0.0086	3
Whiteriver	13,357	301	0.0225	2	1150	0.0861	8	520	0.0389	10
Yuma	4,185	211	0.0504	10	172	0.0411	4	33	0.0079	2



Resource Criteria Scorecard

Phoenix 32.1% 2 30 3 21.5% 3 88 88 11.1 11.7 6% 1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 15 2 82.4% 2 54 14.1 14.1 15 15 15 15 15 15 15			Factors								
Phoenix 32.1% 2 30 3 21.5% 3 88 Hu-Hu-Kam 117.6% 1 15 2 82.4% 2 54 Whiteriver 46.9% 2 21 2 35.9% 3 76 Keams Canyon 63.6% 2 66 1 22.7% 3 65 San Carlos 30.3% 3 36 3 25.9% 3 100 West End 7.2% 3 32 3 61.8% 2 90 Salt River 33.9% 2 88 2 20.1% 3 76 Ft. Duchesne 33.1% 2 25 3 55.9% 3 38 Ft. Yuma 42.1% 2 62 3 59.9% 3 88 Ft. Yuma 42.1% 2 62 3 49.4% 3 88 Ft. Yuma 42.1% 2 62 3 49.4% 3 88 Ft. Yuma 42.1% 2 62 3 49.4% 3 88 Ft. Yuma 42.1% 2 62 3 49.4% 3 88 Ft. Yuma 42.1% 2 60 1 113.4% 1 46 Elko 32.7% 2 10 2 114.0% 1 57 Duck Valley 807.7% 1 23 3 106.7% 2 66 Peach Springs 229.1% 1 In Construction 1 108.8% 2 43 Fallon 729.7% 1 6 1 134.6% 1 45 Pyramid Lake 66.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown Unknown	Factor Weighting	37		34		29					
Hu-Hu-Kam	Service Area		Score		Score	% Capacity	Score				
Whiteriver	Phoenix	32.1%	2	30	3	21.5%	3	88			
Keams Canyon	Hu-Hu-Kam	117.6%	1	15	2	82.4%	2	54			
San Carlos	Whiteriver	46.9%	2	21	2	35.9%	3	76			
West End 7.2% 3 32 3 61.8% 2 90 Salt River 35.9% 2 8 2 20.1% 3 76 Ft. Duchesne 33.1% 2 25 3 55.9% 3 88 Parker 18.0% 3 1 1 95.9% 2 68 Ft. Yuma 42.1% 2 62 3 49.4% 3 88 Reno/Sparks 29.1% 3 16 2 174.9% 1 69 Washoe 19.2% 3 In Construction 1 67.1% 2 68 Bylas 38.1% 2 6 1 113.4% 1 46 Elko 32.7% 2 10 2 114.0% 1 57 Duck Valley 807.7% 1 1 1 108.8% 2 66 Elko 29.1% 1 1 1 1 1	Keams Canyon	63.6%	2	6	1	22.7%	3	65			
Salt River	San Carlos	30.3%	3	36	3	25.9%	3	100			
Ft. Duchesne	West End	7.2%	3	32	3	61.8%	2	90			
Parker	Salt River	35.9%	2	8	2	20.1%	3	76			
Ft. Yuma	Ft. Duchesne	33.1%	2	25	3	55.9%	3	88			
Reno/Sparks	Parker	18.0%	3	1	1	95.9%	2	68			
Washoe 19.2% 3 In Construction 1 67.1% 2 68 Bylas 38.1% 2 6 1 113.4% 1 46 Elko 32.7% 2 10 2 114.0% 1 57 Duck Valley 807.7% 1 23 3 106.7% 2 66 Peach Springs 229.1% 1 In Construction 1 108.8% 2 43 Fallon 729.7% 1 6 1 134.6% 1 33 Cibecue 727.8% 1 8 2 156.5% 1 45 Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown 0 0 1	Ft. Yuma	42.1%	2	62	3	49.4%	3	88			
Bylas	Reno/Sparks	29.1%	3	16	2	174.9%	1	69			
Elko 32.7% 2 10 2 114.0% 1 57 Duck Valley 807.7% 1 23 3 106.7% 2 66 Peach Springs 229.1% 1 In Construction 1 108.8% 2 43 Fallon 729.7% 1 6 1 134.6% 1 33 Cibecue 727.8% 1 8 2 156.5% 1 45 Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown	Washoe	19.2%	3	In Construction	1	67.1%	2	68			
Duck Valley 807.7% 1 23 3 106.7% 2 66 Peach Springs 229.1% 1 In Construction 1 108.8% 2 43 Fallon 729.7% 1 6 1 134.6% 1 33 Cibecue 727.8% 1 8 2 156.5% 1 45 Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown Unknown Unknown Unknown Unknown Unknown Unknown Unknown 0 Walker River 101.5% 1 59 3 112.7% 1 56 Las Vegas Unknown	Bylas	38.1%	2	6	1	113.4%	1	46			
Peach Springs 229.1% 1 In Construction 1 108.8% 2 43 Fallon 729.7% 1 6 1 134.6% 1 33 Cibecue 727.8% 1 8 2 156.5% 1 45 Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown	Elko	32.7%	2	10	2	114.0%	1	57			
Fallon 729.7% 1 6 1 134.6% 1 33 Cibecue 727.8% 1 8 2 156.5% 1 45 Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mchave Unknown Un	Duck Valley	807.7%	1	23	3	106.7%	2	66			
Fallon 729.7% 1 6 1 134.6% 1 33 Cibecue 727.8% 1 8 2 156.5% 1 45 Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown Un	Peach Springs	229.1%	1	In Construction	1	108.8%	2	43			
Pyramid Lake 65.3% 1 15 2 266.4% 1 45 Ft. Mohave Unknown Unknown Unknown Unknown Unknown Unknown O Walker River 101.5% 1 59 3 112.7% 1 56 Las Vegas Unknown Unknown Unknown Unknown Unknown Unknown O Ft. McDowell 128.6% 1 6 1 124.3% 1 33 Yerington 33.5% 2 7 1 126.0% 1 46 Middle Verde 18.7% 3 2 1 100.0% 2 68 PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown Unknown Unknown Unknown Unknown Unknown Unknown Unknown		729.7%	1	6	1	134.6%	1	33			
Ft. Mohave Unknown	Cibecue	727.8%	1	8	2	156.5%	1	45			
Walker River 101.5% 1 59 3 112.7% 1 56 Las Vegas Unknown Unknown Unknown Unknown Unknown Unknown 0 Ft. McDowell 128.6% 1 6 1 124.3% 1 33 Yerington 33.5% 2 7 1 126.0% 1 46 Middle Verde 18.7% 3 2 1 100.0% 2 68 PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown Unknown Unknown Unknown Unknown Unknown Unknown Unknown <td< td=""><td>Pyramid Lake</td><td>65.3%</td><td>1</td><td>15</td><td>2</td><td>266.4%</td><td>1</td><td>45</td></td<>	Pyramid Lake	65.3%	1	15	2	266.4%	1	45			
Las Vegas Unknown Unknown Unknown Unknown Unknown Unknown Ft. McDowell 128.6% 1 6 1 124.3% 1 33 Yerington 33.5% 2 7 1 126.0% 1 46 Middle Verde 18.7% 3 2 1 100.0% 2 68 PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown	Ft. Mohave	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			
Ft. McDowell 128.6% 1 6 1 124.3% 1 33 Yerington 33.5% 2 7 1 126.0% 1 46 Middle Verde 18.7% 3 2 1 100.0% 2 68 PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown 30 3 Unknown Unknown 0 Prescott Unknown Unkno	Walker River	101.5%	1	59	3	112.7%	1	56			
Yerington 33.5% 2 7 1 126.0% 1 46 Middle Verde 18.7% 3 2 1 100.0% 2 68 PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown 30 3 Unknown Unknown 0 Prescott Unknown Unknown <t< td=""><td>Las Vegas</td><td>Unknown</td><td>Unknown</td><td>Unknown</td><td>Unknown</td><td>Unknown</td><td>Unknown</td><td>0</td></t<>	Las Vegas	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			
Middle Verde 18.7% 3 2 1 100.0% 2 68 PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown	Ft. McDowell	128.6%	1	6	1	124.3%	1	33			
PITU 10.5% 3 Lease Space 2 0.0% 3 89 San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown 30 3 Unknown Unknown 0 Prescott Unknown 0 Ely 68.1% 1 8 2 100.0% 2 54 Moapa Unknown Unknown <td>Yerington</td> <td>33.5%</td> <td>2</td> <td>7</td> <td>1</td> <td>126.0%</td> <td>1</td> <td>46</td>	Yerington	33.5%	2	7	1	126.0%	1	46			
San Lucy 0.0% 3 Lease Space 2 0.0% 3 89 Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown 30 3 Unknown Unknown 0 Prescott Unknown 0 Ely 68.1% 1 8 2 100.0% 2 54 Moapa Unknown Un	Middle Verde	18.7%	3	2	1	100.0%	2	68			
Ak-Chin Unknown Unknown 61 3 Unknown Unknown 0 McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown 30 3 Unknown Unknown 0 Prescott Unknown	PITU	10.5%	3	Lease Space	2	0.0%	3	89			
McDermitt Unknown Unknown 25 3 Unknown Unknown 0 Supai Unknown Unknown 30 3 Unknown Unknown 0 Prescott Unknown	San Lucy	0.0%	3	Lease Space	2	0.0%	3	89			
SupaiUnknownUnknown303UnknownUnknown0PrescottUnknownUnknownUnknownUnknownUnknownUnknown0Ely68.1%182100.0%254MoapaUnknownUnknown263UnknownUnknown0ChemehueviUnknownUnknownUnknownUnknownUnknownUnknownUnknown0WinnemuccaUnknownUnknownUnknownUnknownUnknownUnknownUnknown0Duckwater13.1%38263.0%279PaysonUnknownUnknownUnknownUnknownUnknownUnknownUnknown0GoshuteUnknownUnknown01UnknownUnknown0KaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknown0TonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknown	Ak-Chin	Unknown	Unknown	61	3	Unknown	Unknown	0			
Prescott Unknown Unknown Unknown Unknown Unknown Unknown O Ely 68.1% 1 8 2 100.0% 2 54 Moapa Unknown Unknown 26 3 Unknown Unknown 0 Chemehuevi Unknown Unknown <t< td=""><td>McDermitt</td><td>Unknown</td><td>Unknown</td><td>25</td><td>3</td><td>Unknown</td><td>Unknown</td><td>0</td></t<>	McDermitt	Unknown	Unknown	25	3	Unknown	Unknown	0			
Ely 68.1% 1 8 2 100.0% 2 54 Moapa Unknown Unknown 26 3 Unknown Unknown 0 Chemehuevi Unknown	Supai	Unknown	Unknown	30	3	Unknown	Unknown	0			
MoapaUnknownUnknown263UnknownUnknown0ChemehueviUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownWinnemuccaUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownDuckwater13.1%38263.0%279PaysonUnknownUnknownUnknownUnknownUnknownUnknownUnknown0GoshuteUnknownUnknown61UnknownUnknown0KaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownTonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknown	Prescott	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			
ChemehueviUnknownUnknownUnknownUnknownUnknownUnknownUnknownWinnemuccaUnknownUnknownUnknownUnknownUnknownUnknownDuckwater13.1%38263.0%279PaysonUnknownUnknownUnknownUnknownUnknownUnknownUnknownGoshuteUnknownUnknown61UnknownUnknown0KaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownTonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknown	Ely	68.1%	1	8	2	100.0%	2	54			
WinnemuccaUnknownUnknownUnknownUnknownUnknownUnknownDuckwater13.1%38263.0%279PaysonUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownGoshuteUnknownUnknown61UnknownUnknown0KaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownTonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknown		Unknown	Unknown	26	3	Unknown	Unknown	0			
WinnemuccaUnknownUnknownUnknownUnknownUnknownUnknownDuckwater13.1%38263.0%279PaysonUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownGoshuteUnknownUnknown61UnknownUnknown0KaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownTonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknown	•	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			
PaysonUnknownUnknownUnknownUnknownUnknownUnknownGoshuteUnknownUnknown61UnknownUnknownKaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownTonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknown	Winnemucca	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			
PaysonUnknownUnknownUnknownUnknownUnknownUnknownOGoshuteUnknownUnknown61UnknownUnknownOKaibabUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownTonopahUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknownUnknown	Duckwater	13.1%	3	8	2	63.0%	2	79			
Goshute Unknown Unknown 6 1 Unknown Unknown 0 Kaibab Unknown Unknown Unknown Unknown Unknown Unknown Unknown Unknown 0 Tonopah Unknown Unknown Unknown Unknown Unknown Unknown 0		Unknown	Unknown	Unknown	Unknown	·	Unknown				
Tonopah Unknown Unknown Unknown Unknown Unknown Unknown 0		Unknown	Unknown	6	1	Unknown	Unknown	0			
Tonopah Unknown Unknown Unknown Unknown Unknown Unknown 0	Kaibab	Unknown	Unknown	Unknown	Unknown		Unknown				
· · · · · · · · · · · · · · · · · · ·		Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			
	•	Unknown	Unknown	Unknown	Unknown	Unknown	Unknown	0			



Patient Profile Criteria Scorecard

			Factors				
Factor Weighting	56	56 19 24					Payor
Service Area	CHS \$ / User	Score	Non-Billable Provider Visit Rate	Score	Non-CHS Provider Visit Rate	Score	Profile Score
Phoenix	\$648	2	56%	3	74%	3	80
Hu-Hu-Kam	\$619	1	40%	2	10%	3	55
Whiteriver	\$579	1	45%	2	3%	2	47
Keams Canyon	\$467	1	39%	2	2%	1	39
San Carlos	\$742	2	35%	1	2%	1	52
West End	\$619	1	43%	2	2%	1	39
Salt River	\$648	1	50%	2	1%	1	39
Ft. Duchesne	\$1,289	3	55%	3	6%	2	91
Parker	\$1,224	3	38%	2	8%	3	93
Ft. Yuma	\$739	2	38%	2	15%	3	74
Reno/Sparks	\$1,214	2	38%	1	23%	3	68
Washoe	\$1,663	3	48%	2	13%	3	93
Bylas	\$742	2	32%	1	0%	1	52
Elko	\$1,091	2	55%	3	8%	2	72
Duck Valley	\$694	2	57%	3	5%	2	72
Peach Springs	\$1,231	3	29%	1	7%	2	78
Fallon	\$1,407	3	37%	1	8%	3	86
Cibecue	\$579	1	36%	1	1%	1	33
Pyramid Lake	\$1,533	3	47%	2	3%	2	85
Ft. Mohave	\$1,224	2	38%	1	8%	2	60
Walker River	\$865	2	27%	1	2%	2	60
Las Vegas	\$1,440	3	65%	3	42%	3	99
Ft. McDowell	\$648	1	25%	1	2%	1	33
Yerington	\$1,141	2	29%	1	5%	2	60
Middle Verde	\$648	1	55%	3	28%	3	62
PITU	\$1,854	3	59%	3	41%	3	99
San Lucy	\$648	1	39%	2	4%	2	47
Ak-Chin	\$619	1	34%	1	1%	1	33
McDermitt	\$1,677	3	46%	2	1%	1	77
Supai	\$1,231	3	55%	3	1%	1	83
Prescott	\$648	1	56%	3	80%	3	62
Ely	\$2,218	3	65%	3	5%	2	91
Моара	\$1,440	3	39%	2	4%	2	85
Chemehuevi	\$1,224	2	64%	3	2%	2	72
Winnemucca	\$865	2	68%	3	14%	3	80
Duckwater	\$2,218	3	50%	2	1%	1	77
Payson	\$648	1	54%	3	65%	3	62
Goshute	\$1,091	2	39%	2	1%	1	58
Kaibab	\$467	1	28%	1	2%	1	33
Tonopah	\$865	2	27%	1	2%	2	60
Skull Valley	\$1,289	3	100%	3	60%	3	99